



Agenda

Meeting: Executive
To: Councillors - TBC.
Date: Monday, 23rd May 2022
Time: 11.00 am
Venue: Room 2, County Hall, Northallerton, DL7 8AD

This meeting is being held as an in-person meeting and in public. The government position is that of learning to live with COVID-19, removing domestic restrictions while encouraging safer behaviours through public health advice. In view of this, hand cleanser and masks will be available for attendees upon request. The committee room will be well ventilated and attendees encouraged to avoid bottlenecks and maintain an element of social distancing. Please contact the named supporting officer for the committee, if you have any queries or concerns about the management of the meeting and the approach to COVID-19 safety.

Please do not attend if on the day you have COVID-19 symptoms or have had a recent positive Lateral Flow Test.

Further details of the government strategy (Living with COVID-19 Plan) is available here – <https://www.gov.uk/government/news/new-guidance-sets-out-how-to-live-safely-with-covid-19>

Business

1. **Minutes of the Meeting held on 19 April 2022** (Pages 3 - 8)

2. **Declarations of Interest**

3. **Public Questions and Statements**

Members of the public may ask questions or make statements at this meeting if they have given notice to Melanie Carr of Democratic and Scrutiny Services and supplied the text (contact details below) by midday on Wednesday 18 May 2022, three working days before the day of the meeting. Each speaker should limit themselves to 3 minutes on any item. Members of the public who have given notice will be invited to speak:-

- at this point in the meeting if their questions/statements relate to matters which are not otherwise on the Agenda (subject to an overall time limit of 30 minutes);
- when the relevant Agenda item is being considered if they wish to speak on a matter which is on the Agenda for this meeting.

If you are exercising your right to speak at this meeting, but do not wish to be recorded, please inform the Chairman who will instruct anyone who may be taking a recording to cease while you speak.

- 4. Section 24 Direction Consent Recommendations: (Pages 9 - 32)**
The Executive is recommended to:
- i. Approve the General Consents to the District Councils under the Direction made under Section 24 of the Local Government and Public Involvement in Health Act 2007 as attached in Appendix 2.
 - ii. Delegate the ability to grant specific consents under the Section 24 Direction to:
 - the relevant Executive Member; and separately to
 - the Section 151 Officer in consultation with the Monitoring Officer and the Section 151 Officers of the District Councils.
- 5. Implementation Plan Approval to create the new North Yorkshire Council Recommendations: (Pages 33 - 70)**
The Executive is asked to approve:
- (a) The Implementation Plan at Appendix A to the report.
 - (b) The Implementation Team as identified in paragraph 4.11 of the report.
- 6. Appointments to Outside Bodies Recommendation: (Pages 71 - 76)**
That the Executive appoint to the outside bodies specified in Appendix 1 of the report, if they so wish, or defer appointments to a later meeting.
- 7. Forward Plan (Pages 77 - 88)**
- 8. Other business which the Leader agrees should be considered as a matter of urgency because of special circumstances**

Contact Details

Enquiries relating to this agenda please contact Melanie Carr Tel: 01609 533849 or e-mail:

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Barry Khan
Assistant Chief Executive
(Legal and Democratic Services)

County Hall
Northallerton

Friday, 13 May 2022

North Yorkshire County Council

Executive

Minutes of the meeting held on Tuesday, 19th April, 2022 commencing at 11.00 am.

County Councillor Carl Les in the Chair. Plus County Councillors Gareth Dadd, Derek Bastiman, David Chance, Michael Harrison, Andrew Lee, Don Mackenzie, Patrick Mulligan, Janet Sanderson and Greg White.

In attendance: County Councillors Paul Haslam, Stanley Lumley and Caroline Dickinson.

Officers present: Stuart Carlton, Gary Fielding, Richard Flinton, Barry Khan, Richard Webb, Will Baines, Christine Phillipson, Daniel Harry, Michael Leah, Andrew Dixon, John Lee, Jon Holden.

Apologies: Karl Battersby.

Copies of all documents considered are in the Minute Book

737 Public Minutes of the Meetings held on 8 March 2022 and 15 March 2022

Resolved:

That the public Minutes of the meeting held on 8 and 15 March 2022, having been printed and circulated, be taken as read and confirmed by the Chairman as a correct record.

738 Declarations of Interest

County Councillor Andrew Lee declared a non-pecuniary interest in Agenda item 6, based on having a family member working for a care provider.

County Councillor Michael Harrison declared a personal, non-prejudicial interest in Agenda item 6 based on having a relative working in Health and Adult Services. It was noted that the Standards Committee had previously given him a dispensation which enabled him to participate in, and vote at the meeting.

County Councillor Gareth Dadd declared a personal, non-prejudicial interest in Agenda item 13 as his civil partner is involved in supporting another bid to be the Great British Railways National Headquarters.

739 Exclusion of the public from the meeting during consideration of each of the items of business listed in Column 1 of the following table on the grounds that they each involve the likely disclosure of exempt information as defined in the paragraph(s) specified in column 2 of Part 1 of Schedule 12A to the Local Government Act 1972 as amended by the Local Government (Access to information)(Variation) Order 2006:-

Resolved:

That the public and press be excluded from the meeting during consideration of Item 12

on the grounds that this involves the likely disclosure of exempt information as defined in the paragraph specified in column 2 of Part 1 of Schedule 12A to the Local Government Act 1971 as amended by the Local Government (Access to Information)(Variation) Order 2006.

740 Public Questions and Statements

There were no public questions or statements.

741 Adult Social Care Charging Reform Trailblazer Scheme

Considered – A report of the Corporate Director – Health and Adult Services to update the Executive on the opportunity to participate in the Adult Social Care Charging Reform Trailblazer Programme and request approval for early adoption.

County Councillor Michael Harrison presented the report, outlining that the Council had been invited by the Department of Health and Social Care (DHSC) to join a pilot scheme as one of the first five local authorities in the country. The benefits to the County Council of taking part in the Trailblazer programme include being able to trial and influence how the scheme is implemented nationally in the future, and it is hoped that by participating in the pilot, the benefits of the Trailblazer programme for residents could be seen earlier in North Yorkshire ahead of a national roll-out. It was noted that there are risks to participating in the scheme for health and adult social care services, but there are a number of review points scheduled to check on progress.

The Corporate Director – Health and Adult Services added that the five local authorities approached to take part in the pilot were of different economic, geographical and care market characteristics, to see how the Trailblazer programme worked across different sites. It was also noted that review points are scheduled between the Council and the DHSC for the pilot scheme in August and November 2022, with an additional review point also agreed following the May 2022 elections. At any of these points, the Council, or DHSC, could choose to withdraw from the Trailblazer if the financial/service risks are too great or the model is not workable.

County Councillor Andrew Lee expressed his support for the Trailblazer programme, in particular the ability to shape future policy by being involved as part of the pilot scheme.

Resolved: That the Executive:

- i. Approve North Yorkshire County Council's participation in the Trailblazer Programme and
- ii. Delegate authority to the Corporate Director for Health & Adult Services in consultation with Corporate Director Strategic Resources and Executive Members for Health & Adult Services & Finance to consider and exercise any opting out at the appropriate stages should it be deemed appropriate.

742 Capital Investment in Schools

Considered – A report of the Corporate Director – Children and Young People's Service detailing the consultation responses received and seeking approval of the implementation of the consultation draft of the School Estate Strategy.

County Councillor Patrick Mulligan introduced the report on the outcome of a recent consultation on the Council's approach to good estate management of NYCC maintained

schools. A draft School Estate Strategy has been produced to set out how the County Council, working with school leaders and other partners, will manage, maintain and invest in the school estate across the County. The consultation was launched via email to all NYCC Councillors and all schools in the county on 4 February 2022, running for six weeks through to 18 March 2022. By the closing date eleven responses had been received, with the views expressed broadly supportive of the strategy.

Having noted all of the information provided, it was

Resolved: Executive note the consultation response and approve that the consultation draft of the Schools Estate Strategy be implemented without amendment.

743 Harrogate Grove Road and Woodfield Community Primary Schools

County Councillor Patrick Mulligan, introduced the report, noting that a lot of work had gone into the proposals that went out for consultation to amalgamate Grove Road and Woodfield Community Primary Schools in Harrogate, following requests from the governing bodies of both schools. On 31 March, members of the governing body of Grove Road Community Primary School decided to withdraw their support for the amalgamation proposal. As a result, officers are recommending that the amalgamation proposals are rejected and will now reflect on the situation over the coming weeks with professional stakeholders.

County Councillor Paul Haslam addressed the meeting, expressing his disappointment at the outcome of the amalgamation proposals, but thanking the officers involved for the work carried out. He noted there is still a lot of work to do, with quick decisions needed to reassure pupils and parents about the future of Woodfield Community Primary School. As Woodfield is an area of deprivation, and having discussed the matter with Andrew Jones MP, it is believed that education is a way out of poverty and requested help to ensure a school remains in the Woodfield area.

In response, Stuart Carlton, Corporate Director for Children and Young People, pledged to work with other key stakeholders, such as the Regional Schools Commissioner, to look at next steps. These discussions were in the early stages at the moment.

Having noted all of the information provided, it was

Resolved:

- i. That having undertaken the required preliminary checks, the four key issues have been satisfied and there can be a determination of the proposals
- ii. The proposal to amalgamate Grove Road and Woodfield Community Primary Schools is rejected, as the proposal is no longer supported by the governing body of Grove Road School.

744 Amendments to the Council's Constitution for recommendation to full Council

Considered - Report of the Assistant Chief Executive (Legal and Democratic Services) to present changes made to the Constitution under delegated powers, for their recommendation to full Council.

County Councillor David Chance introduced the report, detailing the amendments to the Constitution to take into account changes to the legal requirements relating to procurement thresholds and to also

Government Reorganisation which currently apply, following the coming into force of the North Yorkshire (Structural Changes Order) 2022.

Taking all of the information provided, it was

Resolved:

That the amendments to the Constitution set out in the report appendices, made by the Assistant Chief Executive (Legal and Democratic Services) under his delegated powers, be reported back to Full Council.

745 Area Constituency Committee Feedback Report

Considered – A report of the Assistant Chief Executive (Legal & Democratic Services) providing an overview of the key issues considered at the recent meetings of the Area Constituency Committees of Skipton and Ripon, Scarborough & Whitby, Harrogate and Knaresborough and Richmond (Yorks).

County Councillor Don Mackenzie highlighted the discussion at the Richmond (Yorks) Area Constituency Committee relating to the non-collection of litter along the A66. He felt that with the introduction of the new unitary authority from April 2023, this would help solve confusion amongst residents as to who holds responsibility for resolving particular issues.

County Councillor Gareth Dadd added that the litter discussion at the Area Constituency Committee had shown him the different service levels and outcomes achieved across the different district and borough councils in the county.

County Councillor Carl Les noted that all members of the Executive had attended Area Constituency Committees and found them to provide invaluable feedback. He thanked all of the Area Constituency Committee Chairs for their work and hoped that the new Council can continue in the same vein.

Resolved: That the report be noted.

That co-ordination be provided initially to generate a response to the situation alongside the A66, as a matter of urgency and the development of a countywide strategy in respect of this matter.

746 Forward Plan

Considered –

The Forward Plan for the period 4 April 2022 to 30 April 2023 was presented.

Resolved: That the Forward Plan be noted.

747 Private Minute from meeting held on 15 March 2022

Resolved:

That the private Minute from the meeting of the Executive held on 15 March 2022, having been printed and circulated, be taken as read and confirmed, and signed by the Chairman as a correct record.

748 Other business which the Leader agrees should be considered as a matter of urgency because of special circumstances

County Councillor Carl Les highlighted the campaign to make York the national headquarters of Great British Railways, believing it has the history, capacity and capability to be a strong candidate as the chosen location. The Leader received Executive support to add his signature to a letter to the Secretary of State for Transport, also signed by five MPs, City of York Council and the LEP, to show the support across York and North Yorkshire in the bid to make York the national headquarters of Great British Railways.

The Chief Executive thanked all Elected Members for all their work over the term of the County Council, and wished luck to all candidates standing in the forthcoming elections.

As he was not standing in the May elections, County Councillor Carl Les thanked County Councillor Don Mackenzie for his efforts over the last five years, but in particular during his time as Executive Member for Access, and wished him all the best in his retirement.

The meeting concluded at 11.30 am.

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North Yorkshire County Council

Executive

23 May 2022

Agreement of General Consent in Response to Direction Issued Under Section 24 of the Local Government and Public Involvement in Health Act 2007

Report of the Section 151 Officer and Monitoring Officer

1.0 Purpose of Report

- 1.1 The purpose of the report is to consider the Secretary of State's Direction restricting certain transactions and made under the Local Government and Public Involvement in Health Act 2007 (the 2007 Act). The Executive is asked to consider granting a series of General Consents to the District Councils to enable the business of existing District Councils to continue to proceed in the run up to Vesting Day.

2.0 Executive Summary

- 2.1 This report sets out the legal position with regard to the District Councils being able to enter into contracts from 23 May 2022 up until 1 April 2023. The report further asks the Executive to use its transitional powers to give General Consent under the provisions of the Direction made on 10th May 2022 under the Local Government and Public Involvement in Health Act 2007 in the form set out in Appendix 2 to this report.

3.0 Background

- 3.1 Section 24 of the 2007 Act permits the Secretary of State to issue a Direction against all Authorities being dissolved under a Structural Change Order. Following the making of the North Yorkshire Council (Structural Changes) Order 2022 the Department for Levelling Up, Housing and Communities (DLUHC) made such a Direction on 10th May 2022. A copy of the Direction and the accompanying letter and Guidance Note is attached as Appendix 1. Essentially, the Direction will restrict District Councils from entering into revenue contracts and disposals of land over £100,000 or "capital contracts" exceeding £1m (or where the term for payment of such contracts is variable) without the consent of the Executive of the County Council.
- 3.2 The sanctions for not complying with the Direction and consent regime are severe. Any contracts entered into by an authority without the required consent will be legally unenforceable by, or against, the authority in question and its successor new unitary council, and any transfer or acquisition relating to land will be void.
- 3.3 Accordingly, and in order to ensure a continuance of business in all affected Authorities in the lead up to Vesting Day, it has been acknowledged that a General Consent would be helpful. Currently the Councils have been working under a Local Finance and Assets Protocol where the relevant Section 151 Officers would highlight and review any relevant expenditure which could potentially bind the new unitary authority in the future. As the Secretary of State's Direction will come into force on 23 May, the principles behind the Protocol will need to be formally considered by the Executive and authority given to determine what financial decisions the District Councils can make prior to Vesting Date.

- 3.4 It is proposed that the Executive give a General Consent as drafted in Appendix 2. This Draft has been the subject of consultation with relevant officers within all affected Authorities. If the General Consent is agreed then Guidance will be issued to relevant officers in all affected authorities in relation to the Direction itself; the contents of any General Consent; and the processes and procedures for obtaining specific consents where the terms of the particular transaction are outside the limits set. Legally the requirement for seeking permission as a result of the Direction only applies to the District and Borough Councils and the County Council decision making remains the same as the newly elected members will have oversight of the County Council's budget prior to the 8 authorities becoming a unitary council.

4.0 Issues

- 4.1 Prior to Vesting Date of 1 April 2023, the seven District Councils within North Yorkshire will continue to operate and make decisions for their residents, businesses and visitors. The Secretary of State has issued a Direction which gives the County Council's Executive the power to veto any relevant financial decision which could bind the new authority in a potentially unfavourable way. However to enable those Councils to continue to function it is suggested that there will be many decisions that will be made by the District Councils which should continue without requiring individual permissions to be sought of the Executive. Therefore it is proposed that those decisions listed in the General Consent document at Appendix 2 should be approved. This will provide the opportunity for the Executive to concentrate on the relevant decisions that will need political oversight without creating additional bureaucracy in needing to approve every individual decision by the District Councils.
- 4.2 The lack of a general consent does not mean that the associated financial commitment can not be made. It simply means that there is not an automatic consent and approval will need to be sought following the relevant District Council putting forward their rationale. Any such request would initially be considered by the County Council's section 151 officer but, in order to ensure a collaborative and inclusive approach, it is intended that he will consult with the 7 District and Borough Councils section 151 officers to consider the request(s) so a collective approach can be considered. This provides the opportunity to objectively consider the relative merits of any request through peer review.

5.0 Options

- 5.1 The Executive could choose not to grant a General Consent and seek to grant individual decisions for every decision that fall under the Direction. However due to the wording of the legislation and the Direction, this would mean that a large and unmanageable number of decisions would come to the Executive for approval and provide a bureaucratic burden for the District Councils in running their services.
- 5.2 Alternatively the Executive could choose to provide greater or lesser consent as detailed in Appendix 2. However it is proposed that the attached Appendix provides the appropriate level of balance in ensuring oversight by the Executive responsible for the new unitary council whilst allowing freedom of the District Councils to continue running their services.

6.0 Financial Implications

- 6.1 The Secretary of State's Direction provides that the District Councils will need approval of the newly elected Executive from 23rd May for the following transactions:
- (1) dispose of any land worth over £100,000;
 - (2) enter into any capital contracts over £1,000,000;
 - (3) enter into any capital contract where a term can be varied on how much the District Council pays,
 - (4) enter into any non-capital contract over £100,000 where the contract has a potential to go over 1 April 2023.

- 6.2 The provisions of the legislation and the Direction means that in order to work out the value of contracts, the District Councils will need to look at how much has been spent with an individual/organisation from 1 January 2007 which means that a lot of routine contracts will be captured by the Direction.
- 6.3 The Direction also potentially applies to new contracts of employment from 23 May for the District Councils whereby the continuing salary will be more £100,000 for the duration of the contract, which means that a number of permanent posts will be captured even though they will be on a relatively moderate salary.
- 6.4 The purpose of the Direction is to ensure that the elected Members for the new unitary council have oversight and control of decisions that will financially bind the new authority from 1 April 2023. The newly elected members have oversight of the County Council's budget and the Executive are asked to consider which decisions they are content with giving a general consent to allow the District Councils to commit the new unitary council to spend.

7.0 Legal Implications

- 7.1 As identified in the report.

8.0 Equalities Implications

- 8.1 An Equality Screening Report is attached at Appendix 3.

9.0 Reasons for Recommendations

- 9.1 In order to ensure that the right balance is met in giving the newly elected Members the oversight of decisions made by the District Councils that can bind the future unitary council and also allowing the District Councils to continue to function, it is recommended that the General Consents are approved as attached at Appendix 2.

10.0 Recommendation

The Executive is recommended to approve:

- 10.1 The General Consents to the District Councils under the Direction made under Section 24 of the Local Government and Public Involvement in Health Act 2007 as attached in Appendix 2.
- 10.2 To delegate the ability to grant specific consents under the Section 24 Direction to:
- (i) the relevant Executive Member; and separately to
 - (ii) the Section 151 Officer in consultation with the Monitoring Officer and the Section 151 Officers of the District Councils.

Gary Fielding
Section 151 Officer

Barry Khan
Monitoring Officer

County Hall
Northallerton

12 May 2022

Report Authors – Barry Khan and Gary Fielding
Presenters of Report – Barry Khan and Gary Fielding

Background Documents: None

Appendices:

1. Direction made under Section 24 of the Local Government and Public Involvement in Health Act 2007.
2. General Consents.
3. Equality Screening Assessment.
4. Climate Change Impact Assessment.

Direction made under section 24 of the Local Government and Public

Involvement in Health Act 2007

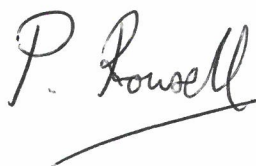
In exercise of the powers under section 24 of the Local Government and Public Involvement in Health Act 2007 (“the Act”):

1. The Secretary of State directs each authority listed in Column A of the attached Schedule, being an authority which is to be dissolved by virtue of an order made under section 7 of the Act, that it may not, without the consent of the authority(ies) listed in Column B of the attached Schedule, from the date in Column C:
 - a) dispose of any land if the consideration for the disposal exceeds £100,000;
 - b) enter into any capital contract-

under which the consideration payable by the relevant authority exceeds £1,000,000; or

which includes a term allowing the consideration payable by the relevant authority to be varied;
 - c) enter into any non-capital contract under which the consideration payable by the relevant authority exceeds £100,000, where-
 - (i) the period of the contract extends beyond 1 April 2023; or
 - (ii) under the terms of the contract, that period may be extended beyond that date.

Signed by the authority of the Secretary of State



PAUL ROWSELL

A senior civil servant in the Department for Levelling Up, Housing and Communities

Date: 10 May 2022.

Schedule

Column A – authorities to be wound up and dissolved on 1 April 2023	Column B – authorities specified under section 24 of the Act as the person whose written consent is required for the matters specified at article 1(b) of this direction and the body through which that power is exercised	Column C – date effective from
Allerdale Borough Council	Cumberland Shadow Authority, power to be exercised by the executive of that council	30 June 2022
Carlisle City Council	Cumberland Shadow Authority, power to be exercised by the executive of that council	30 June 2022
Copeland Borough Council	Cumberland Shadow Authority, power to be exercised by the executive of that council	30 June 2022
Barrow-in-Furness Borough Council	Westmorland and Furness Shadow Authority, power to be exercised by the executive of that council	30 June 2022
Eden District Council	Westmorland and Furness Shadow Authority, power to be exercised by the executive of that council	30 June 2022
South Lakeland District Council	Westmorland and Furness Shadow Authority, power to be exercised by the executive of that council	30 June 2022
Cumbria County Council (in respect of decisions relating to the area of one or more of Allerdale Borough Council, Carlisle City Council or Copeland Borough Council)	Cumberland Shadow Authority, power to be exercised by the executive of that council	30 June 2022
Cumbria County Council (in respect of decisions relating to the area of one or more of Barrow-in-Furness Borough Council, Eden District Council or South Lakeland District Council)	Westmorland and Furness Shadow Authority, power to be exercised by the executive of that council	30 June 2022
Craven District Council	The council of the county of North Yorkshire, power to be exercised by the executive of that council	23 May 2022
Hambleton District Council	The council of the county of North Yorkshire, power to be exercised by the executive of that council	23 May 2022
Harrogate Borough Council	The council of the county of North Yorkshire, power to be exercised by the executive of that council	23 May 2022
Richmondshire District Council	The council of the county of North Yorkshire, power to be exercised by the executive of that council	23 May 2022
Ryedale District Council	The council of the county of North Yorkshire, power to be exercised by the executive of that council	23 May 2022
Scarborough Borough Council	The council of the county of North Yorkshire, power to be exercised by the executive of that council	23 May 2022
Selby District Council	The council of the county of North Yorkshire, power to be exercised by the executive of that council	23 May 2022
Sedgemoor District Council	The council of the county of Somerset, power to be exercised by the executive of that council.	16 June 2022
Mendip District Council	The council of the county of Somerset, power to be exercised by the executive of that council.	16 June 2022
Somerset West and Taunton District Council	The council of the county of Somerset, power to be exercised by the executive of that council.	16 June 2022
South Somerset District Council	The council of the county of Somerset, power to be exercised by the executive of that council.	16 June 2022

Control of Contracts

Explanatory Note

1. This explanatory note accompanies a direction made under section 24 of the Local Government and Public Involvement in Health Act 2007 (the Act) and must be read in the context of sections 24 to 30 of that Act.

Context

1. Proposals for restructuring local government are being implemented by Structural Changes Orders in Cumbria, North Yorkshire and Somerset.
2. The Cumbria (Structural Changes) Order 2022¹, which came into force on 18 March 2022, establishes two unitary councils from 1 April 2023, and provides for:
 - the abolition of the existing county and district councils in Cumbria,
 - transitional arrangements for implementing the structural change, and
 - elections to the two new unitary councils in shadow form in May 2022.

The existing county and district councils remain responsible for delivering their respective functions until 1st April 2023 when the two unitary councils take on the role of providing both county and district services across their defined area.

3. The North Yorkshire (Structural Changes) Order 2022² which came into force on 18 March 2022, establishes a single unitary council in North Yorkshire from 1 April 2023, which is to be a continuing authority of North Yorkshire County Council, that is the body corporate of the existing county council with a new name and new membership. The Order provides for:
 - the abolition of the district councils in the area,
 - transitional arrangements for implementing the structural changes, and
 - elections to the new unitary council, in transitional form, in May 2022.

The district councils in North Yorkshire remain responsible for delivering their respective functions until 1st April 2023 when the unitary council takes on the role of providing both county and district services across the area.

4. The Somerset (Structural Changes) Order 2022³, which came into force on 18 March 2022, establishes a single unitary council in Somerset from 1st April 2023, which is a continuing authority of the county council, that is the body corporate of the existing county council with a new name and new membership. The Order provides for:
 - the abolition of the district councils in Somerset,
 - transitional arrangements for implementing the structural changes, and
 - elections to the new unitary council, in transitional form, in May 2022.

¹ <https://www.legislation.gov.uk/ukdsi/2022/9780348231359/contents>

² <https://www.legislation.gov.uk/ukdsi/2022/9780348231380/contents>

³ <https://www.legislation.gov.uk/ukdsi/2022/9780348231366/contents>

The district councils in Somerset remain responsible for delivering their respective functions until 1st April 2023 when the unitary council takes on the role of providing both county and district services across their defined area.

5. It is essential that all the affected local authorities (which are subject to this direction) are able to continue delivering high quality services to the public and run their day-to-day business in the period prior to 1 April 2023.
6. It is also of great importance that the authorities that have general transitional duties under the structural changes orders of preparing for and facilitating the transfer of functions to the new unitary authorities are able to discharge their duties effectively.
7. Therefore, in these three areas, the Secretary of State considers that the body with general transitional duties should have a say on agreements to be entered into, including in consideration of whether those agreements will be in the best interests of the new council or the residents of the area, and ensuring agreements do not undermine or diminish the benefits or savings anticipated as a result of unitarisation or which may have an effect on the financial position of the new council. As specified in the schedule to the directions, the consenting bodies for the councils to be abolished by the structural changes orders are for Cumbria the two shadow councils, and for North Yorkshire and Somerset, the newly elected councils of the two continuing authorities.
8. The Secretary of State has, therefore, made the direction to ensure that the implementation process can proceed on a clear and sound basis.

Specified person/authority whose consent is required

9. The direction specifies which person is required to give consent in relation to the matters covered in the direction. The schedule to the directions sets out, for each of the councils that will be abolished by one of the structural changes orders, who is the person specified for giving consent for all matters and how that power is to be exercised.

Cumulative amounts and general consents

10. Under this direction, from the date set out in Column C of the schedule to the direction, the consent of those specified in the schedule will be required for the entry into any contract falling within paragraphs 1.c) of the direction. This may include routine contracts that authorities enter into on a regular basis. In order to ensure these can continue unhindered, as appropriate, the consenting body may issue general consents for types or categories of contracts which it may specify.
11. Under section 26(2) of the Act, such general consent may be given:
 - a. in respect of a particular contract, or in respect of contracts of any description;
 - b. unconditionally or subject to conditions.
12. In practice, this means that the consenting body could, for example, issue a general consent for all non-capital contracts with a value not exceeding £100,000 which are for similar descriptions of matter (such as all social care contracts, or all leisure or cultural services contracts) or it could give consent in relation to contracts relating to specific programmes or projects.
13. Paragraph 3 of the direction should be read in conjunction with sections 27(2) and (3) of the Act. The capital and non-capital contract value thresholds of £1,000,000 and

£100,000 respectively are cumulative where multiple contracts are entered into with the same organisation, or individual, or of a similar description, and the consent requirement may therefore apply to many 'business as usual' contracts. Moreover, provisions in the Act were drafted to apply in the first instance to the programme of unitarisations underway in 2008/9. Therefore, accumulation of amounts, for the purpose of calculating the value of contracts to which a direction may apply, date back to 1 January 2007.

14. Whether or not a contract relates to another of the 'same or similar description of matter' will be a question of fact and degree in each case. So, a contract to sweep the streets might not be in the same category as park maintenance services, although both are broadly environmental services, but a contract for the supply of office chairs may well fall within the same category as another contract for the supply of other office equipment.
15. New contracts of employment come within the scope of this direction and as a category of contracts relating to a similar matter, i.e. employment, the threshold of £100,000 may be reached quite quickly.

Interaction with other consent regimes

16. As stated in section 26(4) of the 2007 Act, the issuing of a consent by a consenting body in relation to this direction does not remove any requirement on any authority to seek separate consent from any relevant person under any other applicable consent regime.

In the event of a disagreement

17. In the event that the person seeking consent and the person whose consent is required under this direction fail to reach agreement as to the value of any consideration which might be covered by the direction, in accordance with section 26(6) of the Act, the matter is to be referred to the Secretary of State so that the value may be determined.

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LOCAL GOVERNMENT REORGANISATION IN NORTH YORKSHIRE**GENERAL CONSENT IN RELATION TO
DISPOSALS, CONTRACTS AND AGREEMENTS****Introduction and Scope of Consent**

- 1 This General Consent is based upon the fundamental principle that all existing/outgoing local authorities in North Yorkshire, in the face of Local Government Reorganisation, will continue to uphold the highest standards of public administration and stewardship of public resources and have confidence in each other that these standards will continue to be upheld as the preparations continue for a smooth transfer of responsibilities to North Yorkshire Council to be established on 1 April 2023. This General Consent recognises that many initiatives and actions of the existing/outgoing authorities will need to continue pending Vesting Day within established budgetary plans and seeks to avoid paralysis in public service delivery/development during this period. It sets out a number of instances where the further consent of the Executive is not required by virtue of having been given by this General Consent.
- 2 The scope of this General Consent means that it will only apply to matters which are currently within the definition in Section 24 of the Local Government and Public Involvement in Health Act 2007 (and have been made the subject of a Direction made by the Secretary of State under that section in relation to the North Yorkshire area) and therefore in particular involve the following:
 - Non Capital (ie Revenue) contracts exceeding £100,000
 - Capital contracts exceeding £1m or where the term for payment for such contacts is variable
 - Disposals of land and buildings exceeding £100,000
- 3 Section 27 allows aggregation of these limits for disposals/contracts after 31 December 2006. The Direction makes it clear that aggregation of the limits will apply.
- 4 The matters which fall within the definitions contained in the Schedule can proceed in the normal way and are subject to a General Consent from the Executive. These matters are approved and require no further consent to be obtained. Nevertheless in these cases it is expected that outgoing councils will ensure that contracts and agreements allow the maximum flexibility to the successor authorities to achieve future economy, efficiency and effectiveness. For example, limited extensions of existing contracts and break clauses in new contracts will provide early scope for reappraisal. Where matters fall outside the definitions then a specific written Consent will be required if the contract/ disposal is not to be void. The process for seeking and providing such Consents is set out in the next part of this document.

Process for seeking, and giving, of specific Consents

- 1 Where a Specific Consent is required, the Authority seeking the Consent shall submit a written request to officers designated for these purposes by the Executive (the “Designated Officers” are the Section 151 Officer and Monitoring Officer) in question providing such information as is reasonably required by those officers. The Section 151 Officer shall be authorised (and have the delegated power from the Executive) to give any consents required, but shall, at their discretion refer the matter to the relevant Executive Member or the Executive for a decision.
- 2 Records of the decisions of the Section 151 Officer and the Executive Member will be maintained. Where decisions were taken to give a Consent then these will be reported retrospectively to the Executive.

Review

This General Consent will be kept under review by the Executive and amended or developed as necessary in the light of experience and practical application.

The Schedule

TRANSACTIONS WHERE A GENERAL CONSENT TO PROCEED APPLIES

1. Approval for Revenue Expenditure

The Executive gives a general consent to the District and Borough Councils to fulfil their revenue budget as approved by:

- (a) Craven District Council on 1st February 2022
- (b) Hambleton District Council on 22nd February 2022
- (c) Harrogate Borough Council on 9th February 2022
- (d) Richmondshire District Council on 22nd February 2022
- (e) Ryedale District Council on 24th February 2022
- (f) Scarborough Borough Council on 25th February 2022
- (g) Selby District Council on 24th February 2022.

2. Land Transactions/Asset Disposals/Capital

- A disposal certified by the Monitoring Officer of the disposing authority that it is required by statute (e.g. purchase notices, compulsory purchase notices, right to buy sales) or in fulfilment of an enforceable legal obligation in existence as at 22.05.2022.
- Leases of commercial premises built and/or existing as at 18 December 2007, with or without a premium, where the terms are certified as representing the best consideration that can be reasonably be obtained.
- Leases for seven years or less where the annual rental payable does not exceed £50,000 per annum.
- Consents to assignments, underleases and variation of terms where these are commercially prudent under a value of £50,000 in totality.
- All land and other related transactions in order to deliver the capital projects as identified in Annex A - General Consents to Capital Projects.
- There is a presumption that there will be no capital disposal or land sales outside of those identified, and therefore individual land disposals outside those identified will need specific approval.

3. Contracts/Procurement

- Contracts for goods or services which do not extend beyond 1st April 2023 where the contract does not contain provisions to enable extensions beyond that date.
- All contracts identified in Annex B - Procurement Forward Plan. This Plan is to be lodged with (and approved by) the Assistant Chief Executive, Legal & Democratic Services and the Corporate Director, Strategic Resources by 20th May 2022 and is to be consistent with the Revenue Budget and Annex A as referred to above.
- Emergency responsive maintenance of buildings and highways up to a value of £200,000 in totality.
- Any contract for goods or services which is required as an essential response to a civil emergency.
- Contracts relating to the employment of staff or agency workers of a value under £50,000 per year. In considering approvals for above this amount the Section

- 151 Officer will consult with the Assistant Chief Executive - Business Support for the County Council and the relevant officers within the District Councils.
- Agreements relating to the investment of local authority funds either for short or long term purposes in accordance with an Authority's existing agreed Treasury Management Strategy. For avoidance of doubt, all new external borrowing would need specific approval to check whether it is possible to internally finance within the 8 Councils prior to drawing down external borrowing. In addition, for the avoidance of doubt, all new alternative / commercial investments as part of a treasury management strategy will require specific consent prior to contracts being exchanged.

4. Use of Reserves

- It is recognised that the current economic climate is such that some contracts and areas of spend may well be in excess of budgets. As a result the Executive gives additional approval to use additional levels of Reserves for revenue or capital purposes of up to a maximum of £200k where this is for each area of spending that was committed to as part of the original Revenue Budget (as set out in 1. Above) or the General Consents to Capital Projects (Annex A to this report). For the sake of clarity, this does not apply to new schemes which will require consent.

GENERAL CONSENT TO CAPITAL PROJECTS

[To follow]

PROCUREMENT FORWARD PLAN

[To be submitted to and approved by Assistant Chief Executive (Legal and Democratic Services) and Corporate Director - Strategic Resources]

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Initial equality impact assessment screening form			
<p>This form records an equality screening process to determine the relevance of equality to a proposal, and a decision whether or not a full EIA would be appropriate or proportionate.</p>			
Directorate	Central Services		
Service area	Strategic Resources		
Proposal being screened	Agreement of General Consent in Response to Direction Issued Under Section 24 of the Local Government and Public Involvement in Health Act 2007		
Officer(s) carrying out screening	Gary Fielding and Barry Khan		
What are you proposing to do?	Approve a general consent to enable Districts to enter into relevant financial commitments.		
Why are you proposing this? What are the desired outcomes?	To provide the appropriate balance of enabling existing District and Borough Councils to operate prior to Vesting Date with the requirement for oversight of future financial implications for North Yorkshire Council.		
Does the proposal involve a significant commitment or removal of resources? Please give details.	Potentially yes. It provides for a framework to allow the District and Borough Councils to make certain financial commitments prior to Vesting Date.		
<p>Impact on people with any of the following protected characteristics as defined by the Equality Act 2010, or NYCC's additional agreed characteristics</p> <p>As part of this assessment, please consider the following questions:</p> <ul style="list-style-type: none"> To what extent is this service used by particular groups of people with protected characteristics? Does the proposal relate to functions that previous consultation has identified as important? Do different groups have different needs or experiences in the area the proposal relates to? <p>If for any characteristic it is considered that there is likely to be an adverse impact or you have ticked 'Don't know/no info available', then a full EIA should be carried out where this is proportionate. You are advised to speak to your Equality rep for advice if you are in any doubt.</p>			
Protected characteristic	Potential for adverse impact		Don't know/No info available
	Yes	No	
Age		✓	
Disability		✓	
Sex		✓	
Race		✓	
Sexual orientation		✓	
Gender reassignment		✓	
Religion or belief		✓	
Pregnancy or maternity		✓	
Marriage or civil partnership		✓	
NYCC additional characteristics			
People in rural areas		✓	

People on a low income		✓	
Carer (unpaid family or friend)		✓	
Does the proposal relate to an area where there are known inequalities/probable impacts (e.g. disabled people's access to public transport)? Please give details.	The proposal covers all areas of North Yorkshire and provides a framework to allow District and Borough Councils to continue to make financial commitments. Those Councils will be responsible for considering the impact of their decisions.		
Will the proposal have a significant effect on how other organisations operate? (e.g. partners, funding criteria, etc.). Do any of these organisations support people with protected characteristics? Please explain why you have reached this conclusion.	The proposal covers all areas of North Yorkshire and provides a framework to allow District and Borough Councils to continue to make financial commitments. Those Councils will be responsible for considering the impact of their decisions.		
Decision (Please tick one option)	EIA not relevant or proportionate:	✓	Continue to full EIA:
Reason for decision	The decision seeks to allow District and Borough Councils to continue to make decisions and they will be responsible for considering the impact of those decisions. If a decision falls outside of the framework of consents, then those specific decisions will need to be considered separately.		
Signed (Assistant Director or equivalent)	<i>Barry Khan</i>		
Date	4 May 2022		

Climate change impact assessment

The purpose of this assessment is to help us understand the likely impacts of our decisions on the environment of North Yorkshire and on our aspiration to achieve net carbon neutrality by 2030, or as close to that date as possible. The intention is to mitigate negative effects and identify projects which will have positive effects.

This document should be completed in consultation with the supporting guidance. The final document will be published as part of the decision making process and should be written in Plain English.

If you have any additional queries which are not covered by the guidance please email climatechange@northyorks.gov.uk

Please note: You may not need to undertake this assessment if your proposal will be subject to any of the following:

Planning Permission
 Environmental Impact Assessment
 Strategic Environmental Assessment

However, you will still need to summarise your findings in the summary section of the form below.

Please contact climatechange@northyorks.gov.uk for advice.

Title of proposal	Agreement of General Consent in Response to Direction Issued Under Section 24 of the Local Government and Public Involvement in Health Act 2007
Brief description of proposal	Approve a general consent to enable Districts to enter into relevant financial commitments prior to Vesting Date.
Directorate	Central Services
Service area	Strategic Resources
Lead officer	Gary Fielding and Barry Khan
Names and roles of other people involved in carrying out the impact assessment	None.
Date impact assessment started	4 May 2022

Options appraisal

Were any other options considered in trying to achieve the aim of this project? If so, please give brief details and explain why alternative options were not progressed.

The Executive could choose not to grant a General Consent and seek to grant individual decisions for every decision that fall under the Direction. However due to the wording of the legislation and the Direction, this would mean that a large and unmanageable number of decisions would come to the Executive for approval and provide a bureaucratic burden for the District Councils in running their services.

Alternatively the Executive could choose to provide greater or lesser consent as detailed in Appendix 2. However it is proposed that the attached Appendix provides the appropriate level of balance in ensuring oversight by the Executive responsible for the new unitary council whilst allowing freedom of the District Councils to continue running their services.

What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?

Please explain briefly why this will be the result, detailing estimated savings or costs where this is possible.

This proposal has no direct impact on the Council's existing budget but is designed to protect the future budgets for North Yorkshire Council.

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>	
<p>Minimise greenhouse gas emissions e.g. reducing emissions from travel, increasing energy efficiencies etc.</p>	Emissions from travel		X				
	Emissions from construction		X				
	Emissions from running of buildings		X				
	Emissions from data storage		X				
	Other		X				
<p>Minimise waste: Reduce, reuse, recycle and compost e.g. reducing use of single use plastic</p>		X					
<p>Reduce water consumption</p>		X					

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Minimise pollution (including air, land, water, light and noise)</p>		X				
<p>Ensure resilience to the effects of climate change e.g. reducing flood risk, mitigating effects of drier, hotter summers</p>		X				
<p>Enhance conservation and wildlife</p>		X				
<p>Safeguard the distinctive characteristics, features and special qualities of North Yorkshire's landscape</p>		X				
<p>Other (please state below)</p>						

Are there any recognised good practice environmental standards in relation to this proposal? If so, please detail how this proposal meets those standards.

None.

Summary Summarise the findings of your impact assessment, including impacts, the recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

The proposal seeks to allow District and Borough Councils to continue to make their own decisions (with their corresponding relevant Impact Assessment forms) under the General Consent Framework.

Sign off section

This climate change impact assessment was completed by:

Name	Barry Khan
Job title	Assistant Chief Executive (Legal and Democratic Services) and Monitoring Officer
Service area	Legal and Democratic Services
Directorate	Central Services
Signature	<i>Barry Khan</i>
Completion date	4 May 2022

Authorised by relevant Assistant Director (signature):

Date:

EXECUTIVE

23 May 2022

The Approval of the Implementation Plan

Report of the Assistant Chief Executive (Legal and Democratic Services) and Monitoring Officer

1.0 Purpose of Report

- 1.1 To brief Members on the governance arrangements for implementation of the new unitary council for North Yorkshire.
- 1.2 To approve the Implementation Plan.

2.0 Executive Summary

This report seeks to inform Members on the following matters:

- (a) Explain the stages necessary to implement the new unitary council.
- (b) To seek approval of the Implementation Plan which describes the arrangements to work collaboratively to create the new North Yorkshire Council.

3.0 Background

- 3.1 The Local Government and Public Involvement in Health Act 2007 allows the Secretary of State to create a unitary council as a result of a proposal that has been submitted. On 21 July 2021 the Secretary of State has approved the creation of a unitary council without modification on the basis of the following proposal:

<https://www.northyorks.gov.uk/sites/default/files/fileroot/About%20the%20council/Strongertogether/82237%20North%20Yorkshire%20Council%20A4%20GOV%20-%20Accessible.pdf>

- 3.2 Following approval by the Secretary of State, a Statutory Instrument (called the Structural Changes Order) is passed under Section 15 of the Cities and Local Government Devolution Act 2016. On 16 March 2022 the North Yorkshire (Structural Changes) Order was approved to create the new unitary North Yorkshire Council from 1 April 2023 (the Vesting Date). A copy of this Order can be found at <https://www.legislation.gov.uk/uksi/2022/328/contents/made>
- 3.3 This Structural Changes Order provided for the election on 5 May 2022 and the appointment of 90 councillors.

4.0 Issues

- 4.1 On 16 March 2022 the Informal Implementation Executive (consisting of representatives from the County Council and a representative from each of the seven District and Borough Councils) met virtually and approved the Implementation Plan as it then was and also approved the membership of the Implementation Team.
- 4.2 After the elections the Structural Changes Order provides that the Executive of North Yorkshire County Council replaces the Implementation Executive and fulfils the relevant transitional functions in creating the new unitary North Yorkshire Council from 1 April 2023.
- 4.3 The Executive is now therefore responsible for the political governance of the implementation of the new unitary council. Therefore the Executive is responsible for preparing, keeping under review and revising as necessary the Implementation Plan which seeks to secure the effective, efficient and timely discharge of the transition of the new unitary council on 1 April 2023.
- 4.4 The Implementation Plan must include such plans and timetables as the Implementation Executive consider is necessary to allow the smooth transition to the new unitary council. The final Implementation Plan must also include such budgets and plans as considered necessary or desirable to facilitate the economic, effective, efficient and timely discharge of the new unitary council's functions on or after 1 April 2023.
- 4.5 The Structural Changes Order provides that for the purposes of preparing and reviewing the Implementation Plan, the Executive must have regard to the information supplied to the Secretary of State in support of the proposal for a single tier local government in North Yorkshire.
- 4.6 Members are asked to approve the attached draft Implementation Plan at Appendix A.
- 4.7 The draft Implementation Plan recognises that there is a considerable amount of work to create a new unitary authority on 1 April 2023 and also recognises the collaborative approach that has already been taken by the either authorities working together for the benefit of North Yorkshire. The Implementation Plan adopts a set of core design principles which sets out the clear ambition for the new unitary authority, namely:
- Customer focused.
 - Digital by preference.
 - Countrywide and local.
 - Locally accountable and empowering.
 - Data-led and financially sustainable.
 - Collaborative.
 - Empowered, agile and innovative workforce.
 - Promoting equality, diversity and inclusion.
 - Tackling climate change.
- 4.8 The Implementation Plan identifies that during the transition until Vesting Date the key priorities for the eight Councils working together are to ensure:
- Safe and legal operations.
 - Democratic arrangements are in place, including the election of the new council in May 2022, comprehensive Member induction programme and the formation of relevant committees.

- Transfer of staff and the retention and engagement of employees.
- Transfer of property, assets and contracts.
- IT systems and technology are in place.
- Customer access/One Front Door (and simplification of customer journey).
- Locality transformation and implementation of new localism.
- The ability to undertake transformational activity as required.
- Clarity is provided for Members, employees and members of the public on what type of organisation the new Council will be.
- A comprehensive Member engagement programme will be established to ensure there is appropriate political oversight and input.

4.9 The Implementation Plan identified 15 workstreams across the Change Programme which are:

- Corporate Governance.
- Communications, Engagement and Branding.
- Customer.
- Finance.
- Human Resources and People.
- ICT and Digital.
- Locality.
- Organisational Development.
- Property.
- Culture, Leisure and Sport.
- Economic Development.
- Housing.
- Planning.
- Regulatory Services and Emergency Planning.
- Waste, Highways, Parking and Street Scene.

4.10 In addition the Implementation Plan recognises that there will be three additional workstreams focused on day 1 planning and service continuity issues within three current county-wide, statutory services (Adult Social Care, Children and Young People's Services and Public Health). There will also be a separate but linked programme to deliver Devolution in North Yorkshire.

4.11 The Implementation Plan provides that the Implementation Team of officers consists of the following:

- County and District Chief Executives
- Management Board officers from the County Council
- Chair: Chief Executive of North Yorkshire County Council
- Vice Chair: Chief Executive of Craven District Council

5.0 Financial Implications

- 5.1 The Case for Change identified that the transition to a unitary council for North Yorkshire would cost approximately £38m. Funding has been earmarked within the County Council's budget to provide for this whilst district councils have funded the capacity required to deliver LGR transition alongside existing operational requirements. Spending on transition will be monitored as an integral part of the routine quarterly budget monitoring regime.
- 5.2 The Case for Change also identified a net saving of £252m over the first 5 years. The Plan set out in this report provides the initial approach for implementation and further work will be undertaken as to how the benefits, including financial savings, will be identified and ultimately delivered.

6.0 Legal Implications

- 6.1 The Structural Changes Order provides that the creation of the new unitary authority will be legally based on the district council functions transferring to the legal entity of the County Council and the County Council will then be reorganised to create the unitary authority. This is known as the continuity authority model, as opposed to creating a whole new legal entity.
- 6.2 Purely from a legal perspective, this model is less complicated than creating a brand new authority, as all the existing contractual, property, employment arrangements of the County Council will continue without having to transfer them to a new legal entity.
- 6.3 The Structural Changes Order provides that all the district employees, functions, liabilities and assets will transfer to North Yorkshire Council on 1st April 2023.
- 6.4 It is the Executive's responsibility under the Structural Changes Order to approve and revise the Implementation Plan and appoint the Implementation Team.

7.0 Equalities Implications

- 7.1 An Equalities Screening Assessment is attached at Appendix B.

8.0 Reasons for Recommendations

- 8.1 It is the responsibility of the Executive to approve the Implementation Plan to secure the smooth transition to the new unitary council.

9.0 Recommendation

The Executive is asked to approve:

- (a) The Implementation Plan at Appendix A.
- (b) The Implementation Team as identified in paragraph 4.11.

Barry Khan
Assistant Chief Executive (Legal and Democratic Services) and
Monitoring Officer

County Hall
Northallerton

May 2022

Report Author – Barry Khan, Assistant Chief Executive (Legal and Democratic Services)

Presenter of Report – Barry Khan, Assistant Chief Executive (Legal and Democratic Services) and Robert Ling, Assistant Director Technology and Change

Background Documents:

The Implementation Executive agenda for 16 March 2022 [Agenda for Local Government Reorganisation Implementation Executive on Wednesday, 16th March, 2022, 9.00 am | North Yorkshire County Council](#)

Appendices:

- A. Draft Implementation Plan.
- B. Equalities Screening Assessment

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NORTH YORKSHIRE COUNCIL

IMPLEMENTATION PLAN

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INTRODUCTION

1. The North Yorkshire Council unitary programme is designed to create a single unitary council for the whole of the existing administrative county of North Yorkshire and for this council to assume the full range of local authority responsibilities on 1 April 2023.
2. The clear decision by the Secretary of State is to:
“Implement the proposal for a single unitary council for the whole of the administrative county of North Yorkshire” – Robert Jenrick, 21 July 2021.
3. The business case, [A Unitary Council for North Yorkshire](#), provides the high-level context for the design of the new organisation, and the programme has to have regard to this.
4. This document is intended to provide the framework within which the unitary programme will be further developed and implemented so that we successfully transition from existing structures to a new single unitary council on 1 April 2023.
5. The document recognises that significant service improvement work will take place following Vesting Day in a wider transformation programme. As the new council is formed with the election of new councillors and appointments of the senior management team, it will be important that the leadership of the new council is able to shape the culture and priorities of the new organisation, together with the integration of services, systems and processes. However, some decisions and choices will need to be made during the transitional period, which will have longer-term implications. This document establishes a clear foundation on which to build that future transformation.
6. This document sits within a suite of programme documentation including the LGR Programme Management Framework, which sets out in more detail the arrangements for the day to day running of the programme, and a number of other specific guidance documents and templates.
7. Part A of this document sets out the framework for the creation of the new council. Part B describes the detailed transitional arrangements, which will be delivered in readiness for Vesting Day. Part C sets out the programme governance arrangements.

PART A – CREATING NORTH YORKSHIRE COUNCIL

8. The purpose of the unitary transition programme is to establish a new, countywide single unitary council for North Yorkshire, with its own vision, values, policies and processes that are rooted in the best of the legacy councils but that are also ambitious, forward looking and fit for the future challenges facing North Yorkshire.

VISION & AIMS

9. The business case for a new unitary for North Yorkshire, The Case for Change, set a vision for the new council: “Our vision for North Yorkshire is to establish a model of local government which: provides a new form of civic leadership; is modern, ambitious and innovative; empowers our communities to release the remarkable social, cultural and economic potential of our county; improves the environment; supercharges our economy and delivers a rural powerhouse; capitalises on the national opportunity to ‘level up’; and delivers better outcomes for all”.
10. The business case set out the following aims for the new council:
 - Reduce duplication, bring services together and make savings
 - Improve effectiveness and efficiency of local government services
 - A local office in every District area
 - A range of local customer access points (approx. 30)
 - A council of around 90 members
 - Local Area Committees
 - Community Network arrangements for every market town and area
 - New ways of working with and empowering Town and Parish Councils
11. The business case also outlined a series of ambitions: The new council will be a key leader in a broader local ecosystem of communities and partnerships, charged with creating the conditions for people and places to flourish. This will be achieved by a more efficient and effective approach that will be based upon four strong and interconnected pillars.
 - Local services and access – Locally based and integrated council, partner and community services.
 - Local accountability - six Area Committees, political accountability for the discharge of statutory functions and services at local level.
 - Local action – local people, partners and communities coming together in new Community Networks to identify and deliver against priorities.
 - Local empowerment – devolution of powers to community groups and town and parish councils to run assets and services where they want to.

North Yorkshire will be ready to play its part in delivering a bigger contribution to the regional and UK economy by meeting the social and physical structural challenges holding the county back:

- Social inequality
- Changing demographics and support needs
- Digital infrastructure and connectivity.
- Regeneration of town centres and places.
- Improving rural transport.
- Tackling climate change.
- Employment and economic growth.
- Housing.

12. These statements will need to be reviewed during the transition year to ensure they continue to reflect the ambition of the new council. These will also need to feed into the work to develop the council plan and performance framework for the new council, which will also inform the budget-setting process.

DESIGN PRINCIPLES

13. Creating the new unitary council is a complex programme of work with significant dependencies. To avoid duplication, and ensure that key work streams are aligned, a set of core design principles has been developed which set out a clear ambition about what sort of council we want to build.
14. These principles underpin work on vision, values, branding, strategies, people, systems and processes. The design principles are below and draw upon the ambition in the business case.
 - **Customer-focused.** We will simplify access to services, by placing customers and service users at the heart of what we do. Delivering services and partnerships locally with communities, which are evidence-based and co-designed, in a way that local residents, organisations and businesses feel is inclusive, effective and value for money.
 - **Digital by Preference.** We will make a step change, modernising and rapidly increasing how we utilise digital in the delivery of our services to drive efficiency and to stimulate innovation. We will continue to support the digitally excluded and ensure that local services are accessible to all.
 - **Countywide and Local.** We will improve outcomes by delivering simplified, joined up and accessible services across a range of channels, such as digital and telephone. Local face-to-face service delivery will be enhanced through area offices and community hubs delivering council, partner and community-based services reflective of local need.
 - **Locally Accountable and Empowering.** We will deliver local democratic leadership that is empowered and accountable for making a range of statutory decisions through six area committees based in the heart of their communities. Local people and groups will be given the power, opportunity and support to drive social action on what matters to them through Community Networks and devolution of assets and services where they want them and can demonstrate value for money and the ability to deliver.
 - **Data-led and Financially Sustainable.** We will ensure that from strategy to delivery, we are driven by detailed customer insight and data analysis with a clear focus on improving outcomes, value for money and sustainability in everything we do.



- **Collaborative.** We will improve value of the North Yorkshire pound and improve outcomes by delivering facilitative leadership that joins up communities, partners and suppliers to deliver solutions that meet local challenges.
- **Empowered, Agile and Innovative Workforce.** We will deliver a one team, delivery focused culture, based upon learning and innovation framed by a common set of values and priorities. Colleagues will be engaged and empowered to shape the development of the new council and its services, including responding quickly to opportunities and challenges in a way that minimises risk and delivers strong outcomes.
- **Promoting Equality, Diversity and Inclusion.** We will tackle inequality and the impact of inequality by ensuring that no one has poorer life chances because of where they came from, what they believe, or whether they have a disability. We will champion social mobility and tackle exclusion by promoting communities in which everyone can participate, delivering accessible services and ensuring equality of opportunity. Our workforce will be representative of the communities that we serve.
- **Tackling Climate Change.** We will tackle the impact of the new council on the environment by reducing needless waste of natural resources, promoting sustainable working practices and reducing our carbon footprint. The new council will support and encourage communities and businesses to meet sub-regional targets of net carbon neutrality by 2034 and carbon negativity by 2040.

VALUES AND BEHAVIOURS

15. The new council will need to develop its own distinct culture. This will be created over time through the development of shared values and behaviours, which underpin systems, processes, strategies and structures.
16. A framework for the values and behaviours for the new council will be developed with the new members in conjunction with the Chief Executive, once appointed.

BRANDING

17. Branding will be key to setting the tone of the new council for all stakeholders and it will need to represent the vision for the new organisation.
18. The team of in-house designers across the county and district councils will be developing options for the branding for consideration by the Executive/Full Council.
19. Once agreed, this will be rolled out across the key communication channels, and operational/transactional channels as appropriate. The aim will be to promote good awareness of the new brand while minimising costs as far as possible. A pragmatic approach will be taken on what is rebranded for April 2023, including signage, assets and uniforms.

ORGANISATIONAL STRUCTURE

20. Redesigning the functions of eight separate councils into a new fit-for-purpose structure for the new North Yorkshire Council will not only deliver savings but also provide the opportunity to drive improvement and improve resilience in services, as well as creating new career pathways to attract and retain key talent.

21. Following approval of the Structural Changes Order, North Yorkshire County Council will be a 'continuing authority'. It is recognised therefore that some of the existing infrastructure will continue through to the new authority, certainly for Vesting Day.
22. A draft target operating model (blueprint) for the new organisation will be developed. This will be considered by the new Executive and the Chief Executive once appointed.
23. For all posts, but particularly those with senior management and leadership responsibilities, it is critically important that the new council has the right people at the right level doing the right things and behaving in the right way.
24. The senior management structure will be critical to the successful transition to the new council. The aim is to secure the appointment of the Chief Executive by autumn 2022, statutory posts by late 2022, and the wider Corporate Management Team by January 2023. The Chief Executive will be subject to an open process, to ensure that elected Members are able to appoint the most suitable candidate for this key post.
25. A process will be conducted initially for the appointment of Director and Assistant Director posts, with a view to appointing these tiers by March 2023 (December to March). Where posts are not filled internally through the agreed restructure and reorganisation policy, vacant posts will be released externally.
26. While the organisational structure will set out broad areas of alignment between Director and Assistant Director posts and services, the detailed design of service level structures will follow at a later stage, to allow detailed discussions with senior managers, once appointed. This will form part of the transformational stage of the programme post Vesting Day.
27. Where staff are appointed to new roles, they will be appointed on new terms and conditions. Otherwise, staff will transfer via TUPE to the new council on their existing terms and conditions, on 1 April 2023.

TRANSITION AND TRANSFORMATION

28. The programme is being developed in two distinct phases:
 - Transition – October 2021 to March 2023
 - Transformation – May 2022 onwards
29. During transition, our key priorities are to deliver the key 'must dos' to ensure:
 - Safe and legal operations.
 - Democratic arrangements are in place, including the election to the new council in May 2022, comprehensive member induction programme and the formation of relevant committees.
 - Developing the policy framework and priorities for the new council.
 - Transfer of staff and the retention and engagement of employees.
 - Transfer of property, assets and contracts.
 - IT systems and technology are in place.

- Customer access--/One Front Door (and simplification of customer journey) - business and service continuity for the public, partners, suppliers, stakeholders and business, with ongoing effective operation of existing systems, processes and contracts.
 - Locality transformation and implementation of new localism.
 - The right conditions are in place to undertake the transformational activity that will be required post Vesting Day in relation to services.
 - Clarity is built for Members and employees on what type of organisation the new council will be, including the working environment, expectations on behaviours and the priorities over the coming years.
30. While there may be a clear business need to integrate some teams from Vesting Day, the realisation of benefits through harmonising teams, systems, policies and contracts, will be phased over time to ensure that North Yorkshire Council is able to lay strong foundations for future success.
31. Once the new council moves into the transformation phase, the new Corporate Management Team (CMT) will be responsible for developing and implementing detailed transformation plans that fully achieve the benefits and savings associated with service integration, creating cohesive teams and bringing to life the vision, culture and values of the new organisation.
32. The new council will inherit a mixed approach to service delivery, directly providing some services in house (particularly where there is a statutory responsibility), through alternative delivery models, and commissioning others from a range of public, private and voluntary sector providers. During the transformation phase, all service delivery arrangements across the new council will be reviewed to identify the optimum model of delivery, which not only achieves savings but also maximises innovation in service delivery, digital opportunities, customer improvements and effective organisational development.

PROGRAMME PRINCIPLES

33. The following principles have been agreed by the existing eight Chief Executives to underpin the transition programme:
- Observe the governance and programme management principles at all times.
 - Collaborate to establish a clear vision for the new council with shared goals.
 - Work together to reduce the risk to staff jobs during this transition stage.
 - Resource transitional work internally wherever possible, recruiting additional temporary resource to deliver the change programme and business as usual.
 - Involve all staff as early as possible to work together to help to shape service delivery for the new council.
 - Recognise that staff across organisations are operating in different cultures and bring different talents, expertise and skills to this change programme.
 - Be patient and understanding in recognising concerns or anxieties during a time of huge change and tough timescales for staff.
 - Take early opportunities to join up services and teams where it is sensible to do so.

MEMBER ENGAGEMENT

34. Member engagement will be at the forefront of the transition programme. While the Member Implementation Board (pre-elections) and Executive (post-elections) is responsible for overseeing the creation of the new North Yorkshire Council, Members from across the eight councils will be involved in a number of different ways.
35. A comprehensive Member engagement programme will be established for those new Councillors elected in 2022, which will ensure Members have a good understanding of all the functions of the new organisation and have the opportunity to help to shape the new Council.
36. Specific task and finish/working groups will be established for elected Members to look in detail at specific issues and help to identify suitable outcomes.
37. Full Council will be responsible for setting the budget for the new Council.

KEY DELIVERABLES ON VESTING DAY

38. There will be a number of key deliverables, which will be delivered by the programme by 1 April 2023. These are set out in Appendix A & B
39. A high-level milestone plan has been developed, which is underpinned by detailed project management plans for each board and work stream and can be found at Appendix A.
40. A detailed breakdown of the 'must have' critical tasks and deliverables and the work streams that will be delivering them can be found at Appendix B of this document.
41. These plans will be monitored through the programme governance outlined in Part C below of this plan. As part of this governance, forward work plans have been developed for the Member Implementation Board, including the published 28-day statutory plan.

PART B – TRANSITIONAL ARRANGEMENTS

EMPLOYEES

42. The extent to which employees will be directly impacted by changes, and the timing of the impact, will vary considerably across the workforce. Employee engagement is a key feature of the transition programme and specific opportunities will be made available to assist staff in preparing for future opportunities in the new organisation.
43. On 1 April 2023, the majority of staff will continue working in their current role in their current location as they had done on 31 March 2023. Most staff can therefore expect to have the same:
 - Office location.
 - Phone number.
 - IT devices and service-based systems and applications.
 - Terms and conditions of employment.
 - Line manager.
44. There will be minimal or no changes for schools based on staff who are current NYCC employees.
45. Terms and conditions for the new North Yorkshire Council for staff commencing employment from 1 April 2023 will be agreed with trade unions prior to Vesting Day.
46. Key visible changes on Vesting Day will include:
 - New email address for colleagues who will TUPE into the new North Yorkshire Council.
 - Whole organisation phone directory in place.
 - Access to existing council offices and networks.
 - Internal communications.
 - A single universal Employee Wellbeing and Support offer for all staff.
 - Budget management.
 - Branding (not universal coverage)
 - A single employee knowledge management portal (Intranet) to access:

- Digital service desk queries.
 - Legacy council terms and conditions, and the new terms and conditions and reward framework for the new North Yorkshire Council.
 - Jobs and opportunities.
 - Benefits and well-being provision.
 - North Yorkshire Council performance management process.
 - Learning and development provision.
 - Staff processing systems, e.g. expense claims.
47. The new council will operate from a range of locations across the county. Where people work will be driven by where they need to be because of their role. This is expected to be from their usual workplace plus a number of hubs across the county. Flexible workspaces will be provided in a variety of locations across North Yorkshire, and staff will be able to work remotely from any North Yorkshire Council office, with their manager's approval and where service need and delivery allows.
48. In the transition period, employees will have a number of ways in which to access support, get involved and keep in touch. These include:
- New shared staff website (includes regularly updated FAQs, with a chance to ask new questions) www.newcouncilny.co.uk
 - Regular webinar and update sessions
 - #AskSAL staff support available (details on www.newcouncilny.co.uk)
 - Work stream work plans will involve staff from all services
 - The programme will follow the agreed internal communication strategy

MEMBERS

49. The new North Yorkshire Council will have 90 Members in April 2023 (elected May 2022). A key priority for the new council will be to support the unitary councillors to ensure that they have the capacity and capability to carry out their community leadership role.
50. Some of the challenges for the new Members will include:
- Developing a good knowledge of the full breadth of services that will be delivered by the new council.
 - Determining how local Members can work effectively to respond to the needs and ambitions of their local communities while playing a role in the development of the strategic framework of the new council.

Role of Members

51. The constitution will establish the governance framework within which all councillors will operate. This will set out the committees and scrutiny arrangements which will be implemented by the new council, together with the Code of Conduct for Members. Guidance will also be provided on effective Member/Officer relationships and ways of working, linked to the values and behaviours established for the new organisation.

Supporting local Members

52. To support all Members to fulfil their roles effectively, the following arrangements will be developed:
- **Training and Development** – an induction programme for Members of the new council, with training and development opportunities, will be delivered online and in a variety of locations around the county, together with additional online resources;
 - **Engagement** – opportunities for direct Member input into the design of the new council through a series of task and finish groups and workshops to support the programme objectives. This will be supplemented by a regular newsletter to keep Members abreast of developments and key meeting dates, together with a programme of briefing sessions;
 - **Accommodation** - Executive and Committee meetings will be held in a variety of venues around the county. It is proposed that a single location will be identified for meetings of the full council, and that all Members will be able to access drop-in office facilities and parking in each of these locations:
 - **IT equipment** – the ambition is to provide all Members with access to a common set of devices. All council meeting papers will be published on mod.gov, with no paper copies produced. Appropriate support and training will be available;
 - **Officer support** – all Members will be provided with contact details for officers who will provide them with administrative assistance, digital and ICT support, and signposting on case work issues.

Boundary review

53. During the first term of the new council, it is anticipated that a Boundary Commission Review will be undertaken to review the current arrangements.

CUSTOMERS

54. People who use our services will be at the heart of the new North Yorkshire Council and the new systems and processes need to be designed to deliver best in class customer service.
55. The overarching objective for the customer work stream has been agreed to aid in the transition period:

‘To deliver safe and legal customer-focused services across the new authority, ensuring a ‘one front door’ approach across all access channels and that all services are aligned to new policies, processes and procedures.’

56. Access channels which have been agreed so far as:
- Online
 - Face-to-face (Locations beyond Vesting Day to be covered as part of longer-term transformation)
 - Telephone
57. The programme through the Customer workstream has developed a number of principles to ensure a strong customer focus and consistency of approach in service design and delivery across LGR and the new organisation. Our customer principles are:

	Transition (Vesting Day 'safe and legal')	Transformation
Service Design	No customers will have a worse experience when they contact us on day 1, and where possible it will be better	Customers will have an improved experience when they contact us
	Design based on existing customer feedback and data	Co-design with customers through engagement
	Accessibility – 3 primary contact channels in place, with accessible and jargon-free information. Meet recognised equality standards for accessibility	Customers will be able to stay on their chosen channel for the full end-to-end customer journey
	Design using replicable patterns to bring consistency and efficiency	
	The front door will add value for customers and the new Council	
	Increase online options supported by assisted digital offer	
	Service Delivery	We will act as one council with one front door from day one so that the customer's experience is as seamless as possible
Good customer service is everyone's responsibility		
Learn from customer feedback		
Our front-line customer services staff will be supported and well trained so they can confidently deliver good-quality services across the full range of services expected		
Keep customers informed about their request and any changes that will affect them		

58. A high-level customer experience and operating model for customer services across access channels focussed on Vesting Day is in development.

LOCALITY WORKING

59. A new localism model will be developed which builds on the experience of the eight councils to date and provides the critical link between strategic decision making by the unitary council and local decision making by unitary councillors, town and parish councils and partners. The localism model will need to ensure that the unitary council is accessible to communities and that town and parish councils and residents are able to find answers to service issues close to home.
60. The draft locality principles are:
- Local and accessible services delivered through place-based working to meet local need



- Local influence on strategic decisions
- Behaviours – collaborative, consistent, listening, enabling, open and honest
- Keep and build on what works
- Reduce inequalities in processes and outcomes
- Respect the diversity of people and communities throughout North Yorkshire
- Consistency of outcome, flexibility in local delivery
- Economic and environmental sustainability
- Strong relationships with clear responsibilities
- Work in collaboration with people and communities
- Deliver services that are viable and sustainable at the most local level possible
- Recognise that customers don't see lines on maps
- Treat our services and communities as the experts

61. The key elements of the localism framework aim to 'keep the local in local government', including:

- **Positive working relationships** – with all parish and town councils and parish meetings recognising their unique role and encouraging effective communication, engagement, consultation and mutual respect.
- **Supporting town and parish councils through Double Devolution** – parish and town councils that want to do more with services and assets, providing there is a valid business case.
- **Area Committees** – likely to be six based on parliamentary constituencies, made up of all the unitary councillors for that area.
- **Community Networks** – to be co-designed after May 2022. Likely to be centred around market towns and surrounding areas to bring together residents, councillors, town and parish councils, MPs, community groups and partners to become the engine rooms of local actions and ideas.
- **Local service hubs and customer access points** – to ensure the new council is local with staff continuing to live and work in the communities they serve.
- **Town councils in Harrogate and Scarborough** – as largely unparished areas of the County. Community governance reviews in both areas will explore local interest in developing town councils and, subject to local interest, these could be in place in 2023 or 2024.

62. The detailed operation of these elements will be designed with key stakeholders in advance of Vesting Day.

63. It is recognised that not everything can be in place through transition for Vesting Day. The framework below reflects a pragmatic and deliverable programme for the delivery of good-quality, integrated unitary services and recognises that there will be a programme of ongoing transformation after Vesting Day to meet the full ambitions set out in the business case.

	Transition (Vesting Day 'safe and legal')	Transformation
Locality Ambitions & Objectives	<ul style="list-style-type: none"> • Focus on ensuring we deliver good unitary customer services (safe and legal) • The customer experience will be at least as good as currently on Vesting Day – this largely means continuing delivery through existing locations and types of access point (although some of these may be transitional arrangements, pending the completion of the transformation phase) • Accessibility is key - but this needs to include strong online, phone and assisted digital offers as well as face-to-face points, with a focus on ensuring we continue to offer the right provision for vulnerable customers and complex services which make up an increasing proportion of face-to-face delivery in light of behaviour change through the pandemic • Aiming for consistent customer outcomes but flexibility in local service delivery (respecting current arrangements and the diversity of North Yorkshire) • Maintain partnership working and shared service delivery arrangements 	<ul style="list-style-type: none"> • Continue delivering a channel management strategy, building on strong online and assisted digital offers and recognising customer behaviour change in how they access services • Review unitary access points/locations to consolidate where appropriate • Consider how to grow and develop community-run hubs/access points in line with wider locality working model – both offer and locations • Extend and develop partnership working and shared service delivery with public and voluntary sector partners

PARTNERSHIP WORKING

64. Strong collaboration by the new council with public, private and voluntary sectors - at both strategic and local levels - will be essential for meeting the future needs of North Yorkshire.
65. A strategic framework for regular liaison and engagement with key groups, such as businesses, NHS, Police, and the voluntary and community sector, will be developed in advance of Vesting Day. Arrangements for partnership structures for North Yorkshire will be developed alongside this framework.

66. Partners will be engaged to support the development of the new unitary authority so that immediate challenges are understood and explore opportunities for co-design and co-creation.
67. Working with the voluntary and community sector to understand issues across the sector. Concerns for the VCS particularly are recognised. Contracts will be novated and the new councillors will take decisions, but avoiding cliff edges will be important.
68. Existing statutory partnerships arrangements will be retained and where possible strengthened.
69. Members during the transition period will have the opportunity to help to shape the plans for partnership working.

FINANCIAL STRATEGY

70. The new authority requires a robust and legally compliant budget, including the process of setting council tax, for the financial year 2023/24. This needs to be formally agreed in advance of Vesting Day and the development and approval of this budget will fall under the remit of the new Executive.
71. There are a range of issues, all of which give rise to some uncertainty in the financial position of the new council. These include:
 - no visibility of core government funding for councils beyond 2022/23;
 - no certainty, as yet, on how the new council will fare within the existing formula funding arrangements for government funding;
 - a range of pressures on budgets across all eight councils relating to covid scarring with expected increases in demand for many services;
 - a high inflation environment in the short term and looking increasingly like it could last into the medium term; and
 - the precise costs and benefits of delivering unitary local government across North Yorkshire.
72. The new council will deliver a Medium-Term Financial Plan (MTFP) in addition to a single year for 2023/24. It is suggested that this MTFP will cover a minimum of three years but possibly for the whole life of the new council.
73. Both the Budget and the MTFP will be financial expressions of the priorities of the new council. There will need to be close alignment with the Council Plan that is produced following Vesting Day.
74. Early decisions will need to be taken by the new Executive about:
 - the harmonisation of council tax across the whole of North Yorkshire;
 - the harmonisation of local support for council tax and business rates;
 - a strategy for fees and charges, including when to align and when not to; and
 - a reserves strategy that supports resilience within the council given the degree of uncertainty and risk.
75. In addition, the new Executive will, as part of a Budget/MTFP, approve a savings and investment plan for the new council. This will need to set out the investments in order to transition to the new council alongside the realisation of savings and other benefits from consolidating and re-engineering services. This will be in line with the themes set out in the unitary business case, but there will be greater clarity on where those savings and benefits opportunities arise as further work progresses towards the transition.

CAPITAL PROGRAMME

76. The new council will have a wealth of physical assets at its disposal and will provide a strong base for realising the benefits of a new unitary council.
77. In advance of Vesting Day, key priorities will be to develop a clear understanding of the combined portfolio of property and assets and the existing capital projects and ensure that these are effectively transferred to the new council. This will require on-going delivery of existing projects and an assessment of the benefits opportunities from consolidating the assets portfolio. A property asset management plan, a capital investment strategy and a combined capital programme will be developed for agreement by the new Executive prior to Vesting Day.
78. It is anticipated that, post Vesting Day, the new council will have the opportunity to explore further and to begin to deliver opportunities for rationalisation. In parallel, it will be able to secure new investments and to prioritise its ambitions in relation to regeneration, place shaping and income generation.

PART C – TRANSITION PROGRAMME GOVERNANCE ARRANGEMENTS

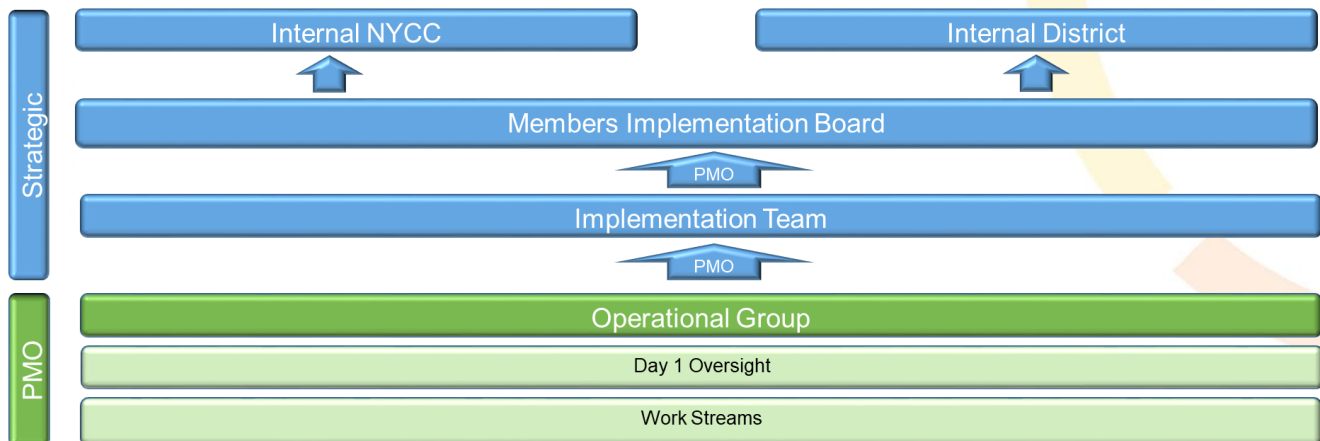
MEMBER GOVERNANCE

79. The Structural Changes Order requires Parliamentary approval, and was laid before Parliament in January 2022 and gained approval in March 2022 following parliamentary debate.
80. The Structural Changes Order puts in place the formal legal structures to create the new unitary council and sets out the intention for the county council to operate a 'continuing authority' model. It also sets out the timings of elections, specifies wards and numbers of councillors and imposes legal duties on the county and district councils:
 - to cooperate and consult with each other; and
 - to work together to prepare for the transfer of the functions, property, rights and liabilities to the new unitary authority.
81. The Structural Changes Order sets out that the county and districts continue as sovereign bodies until 31 March 2023. However, they must cooperate and work together to prepare for the new unitary authority
82. The 90 councillors elected on 5 May 2022 will serve for five years and will govern the:
 - county council to 31 March 2023, and;
 - unitary council to 31 March 2023 ahead of Vesting Day, and
 - unitary council from 1 April 2023 to May 2027.
83. The newly elected councillors will oversee the creation of the new council and will, in particular, have a key role in setting the budget for the new council in February 2023. The new Executive will lead the delivery of the Implementation Plan and consider critical 'business as usual' decisions that have longer-term implications for the new council.
84. An interim formal member Implementation Executive will then oversee the transition programme until the elections in May 2022 (comprising the County Council Executive and District and Borough Leaders or representatives).

GOVERNANCE ARRANGEMENTS

85. Key features of the officer governance arrangements are set out below, and are illustrated at Figure 1:

Figure 1: Officer Governance Arrangements



IMPLEMENTATION TEAM

86. Details of the Implementation Team are as follows:

- Membership: County and District Chief Executives and the Management Board members from the County Council.
- Chair: Chief Executive of North Yorkshire County Council
- Vice Chair: Chief Executive of Craven District Council
- Frequency: monthly
- Location: virtual

PROGRAMME WORK STREAMS

87. There are currently 15 work streams across the programme. Underneath these work streams are a number of sub work streams, projects and task and finish groups. A member of the Implementation Team sponsors each work stream.

88. The work streams are:

Core

- Corporate Governance
- Communications, Engagement & Branding
- Customer
- Finance

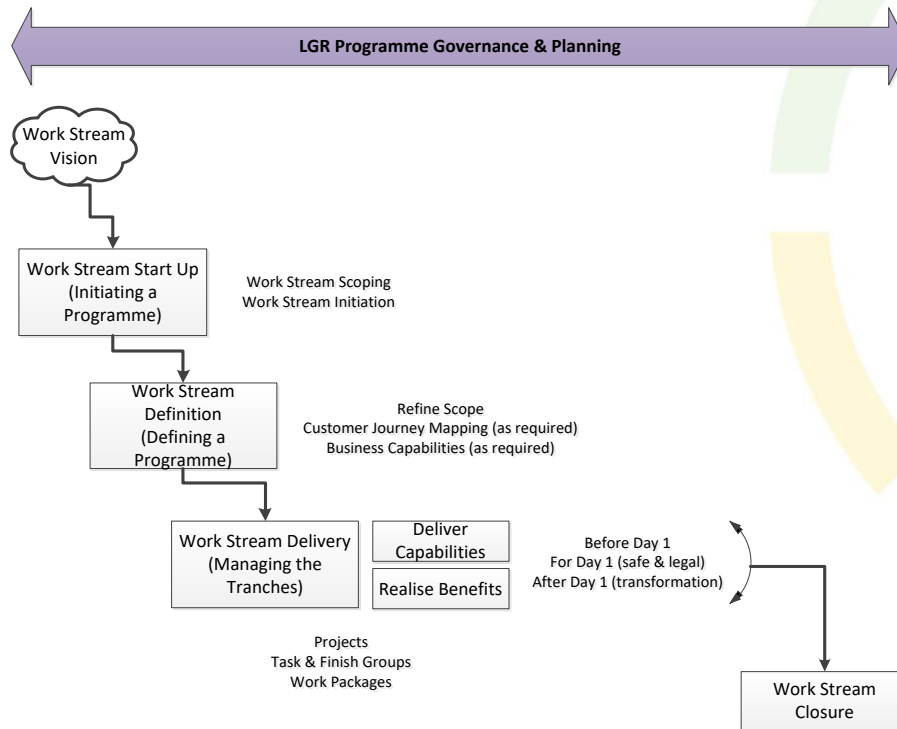


- Human Resources and People
- ICT and Digital
- Locality
- Organisational Development
- Property

Service

- Culture, Leisure & Sport
- Economic Development
- Housing
- Planning
- Regulatory Services and Emergency Planning (service continuity)
- Waste, Highways, Parking and Street-scene

89. In addition, there will be three additional work streams focussed on Day 1 Planning and service continuity issues within 3 current countywide, statutory services (Adult Social Care, Children and Young People's Services and Public Health) to maximise the opportunities which LGR offers. There will also be a separate but linked programme to deliver devolution in North Yorkshire.
90. The work streams will all carry out an equality impact assessment and a climate change impact assessment. A newly created climate working group will support the climate agenda with representatives from across the eight councils to guide the work streams.
91. The programme approach broadly follows the stages identified in Managing Successful Programmes (MSP) and these are set out below.



92. Further guidance documents explain the day-to-day running of the work streams in more detail. However, the work streams are expected to deliver the following:

Start-up

- Work stream scope and plan on a page (including initial start-up workshop)
- Set up of governance – work stream board, sub groups and leads, highlight reporting, communications methods etc.
- Initial project task list and plan (using workshop outputs)
- Map and start to manage risks and issues
- Map and manage interdependencies and asks
- Identify resource issues and complete resource plan
- Initiation documentation started (including scope, governance, high-level plan, success criteria, risks and issues, stakeholder map, etc.)
- Programme team established (change resource)

Definition

- Complete terms of reference for work streams and sub groups and ensure papers are booked onto PMO forward plans
- Complete the initiation documentation
- Refine and further develop resource plans
- Confirm work stream critical tasks and complete high-level work stream plan
- Complete impact assessment screening forms
- Map controls and set up logs (benefits, communications, risk and issues, dependencies etc)
- Complete business capability mapping

Delivery

- Project start-up
- Ensure detailed plans for work stream and sub groups in place and managed
- Deliver capabilities, outputs and products to ensure the new council is safe and legal for Vesting Day
- Realise benefits
- Refine and further develop work stream resource plans
- Monitor and manage controls (including change control and issue escalation)
- Start to define further transformation outcomes

PROGRAMME MANAGEMENT OFFICE (PMO)

93. The PMO has a clear structure and leadership.
94. The PMO is responsible for the overall coordination of the programme and for commissioning work streams and resources on behalf of the Implementation Team as well as supporting the Executive.
95. Regular programme progress reports will be provided to the Implementation Team and Implementation Board/Executive and the PMO will develop and manage the forward plans for both groups.
96. The PMO also contains communications resource that will ensure regular updates for all staff, Members, employee representatives and trade unions in relation to the transition work as well as providing specific communications support for work stream activity.

RESOURCE IMPLICATIONS

97. Each work stream is allocated a programme team comprising a sponsor, subject matter expert and programme manager. The roles and responsibilities are detailed below:

Role	Responsibilities
SPONSOR	<ul style="list-style-type: none"> • Either a CEX or Member of NYCC MB • Strategic figurehead for the work stream – providing top-level endorsement for the rationale and objectives of the work stream. • Accountable for the overall delivery of the work stream for Vesting Day. • Ensures appropriate investment. • Ensures resources are agreed and secured throughout. • Mediates and resolves conflicts and ensures an effective risk management strategy. • Agrees critical success factors and all major plans.

<p>SUBJECT MATTER EXPERT</p>	<ul style="list-style-type: none"> • Lead officers from the Councils • Subject matter experts. • Works with project plan and takes responsibility for specific priority areas. • Manages the production of the required deliverables. • Reports to the relevant areas ensuring the direction of the project. • Identifies any risks or issues within the project areas, including those which may impact on the delivery. • Takes accountability for specific areas of the project delivery, individually or collectively.
<p>PROGRAMME MANAGER</p>	<ul style="list-style-type: none"> • Responsible for the set-up, management and delivery of the work stream, working to the sponsor and closely with the subject matter experts.

98. In addition, each work stream has access to a pool of project and change resources and allocated representatives from each of the core work streams.
99. A resourcing group exists to support prioritisation and funding of additional resources. This group meets weekly.
100. For additional resources, a resource process is in place to support work streams to identify whether resources can be secured internally (across the eight councils), or whether funding is required for recruitment or consultancy. Programme managers are then required to submit a resource justification document to the resourcing group for consideration.

ASSURANCE

101. The PMO will provide internal assurance to the programme. However, independent assurance of the programme will be critical and will be undertaken through a number of elements, which will complement each other. Discussions are currently under way with Veritau as to what an audit plan would look like for the transition phase of the programme.
102. The final aspect to the assurance will be from the Department for Levelling Up, Housing and Communities. As the government department overseeing the unitary programme, there will be regular meetings with civil servants together with monthly updates provided to them.

RISK MANAGEMENT

103. Alongside the assurance activity above a full and comprehensive risk management process has been put in place, including an escalation framework. This process operates across all levels of the programme to enable the PMO, Implementation Board and Team and work streams to identify, evaluate and monitor risks and ensure actions are taken to mitigate them.
104. The programme risk log will be reported to the Implementation Team and Implementation Board/Executive. In terms of existing strategic risks, sovereign councils will retain responsibility

for managing these until Vesting Day, but the Executive will need to remain sighted on the content, which could inform decision making and its initial medium-term financial strategy.

CLIMATE CHANGE & EQUALITIES IMPACT

105. The programme will seek to mitigate and wherever possible deliver transformational change, which contributes to tackling climate change. A standard climate change impact assessment tool has been developed for use across the programme. The assessment of climate impact will be undertaken at programme, work stream and project level throughout the course of the transition and when planning transformation activity. Impact assessments will be reviewed at regular points in the programme.
106. To ensure that the programme meets its equalities duties through the transition and when planning transformation activity, a standardised equality impact assessment tool has been developed and will be delivered at programme, work stream and project level. Impact assessments will be reviewed at regular points in the programme.

TRANSITION BUDGET

107. A fund has been secured to support the creation of the new North Yorkshire Council. This consists of £32m but may rise to a maximum of £38m as that was the sum set out in the unitary business case as the level of one-off investment required to successfully deliver the transition and further change to release savings and benefits. In addition, there are additional funds and existing budgets across all eight councils to fund backfilling arrangements to support the LGR work streams.
108. Requests for funding are channelled through governance arrangements at officer and Member level with delegations being determined. Costs are then tracked as part of the programme management approach and regular financial monitoring and reporting will be carried out.

CONCLUSION

109. This plan provides a high-level overview of the programme to create the new North Yorkshire Council and is underpinned by detailed plans managed through a robust governance model, supplemented by external assurance.
110. The plan will evolve as the programme develops and be kept up to date. The Implementation Team and Board/Executive will be provided with regular updates on changes to the plan as well as on the progress of the programme.

APPENDIX A: Critical Milestones

Appendix 1

Critical Milestones for Day 1 – Safe & Legal

◊ Date not moveable

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	Oct – Dec 2021	Jan – Mar 2022	Apr – Jun 2022	Jul – Sep 2022	Oct – Dec 2022	Jan – Mar 2023	Apr 2023 onwards
		PEP Guidance Issued					◊ Vesting Day
Corp Gov		Structural changes order enacted Notice of election published	Members Newly Elected Leader appointed & Exec created	Newly Elected Member(s) Induction Training Complete	Priorities & Strategic Policy Framework In place	Agreement on operating model for all committees Mop-Up of SCO complete	Constitution agreed Transfer of all contracts and agreements Dissolution of existing councils & creating of Unitary Authority 05/24 – Preparations for Mayoral Election is complete
Finance			Financial Ledger System Agreed	CTX Consultation Complete VAT/PAYE reg complete Finance Regs Agreed	External Auditor Appointed CTX reduction policy agreed	Final Budget Agreed Approach to CT harmonisation Agreed	Companies Transferred
HR			Staff lists produced	T&Cs agreed Payroll system agreed Pay structure & policies agreed Organisational Structure Agreed TUPE Consultation starts	TU Framework in place TUPE Consultation Ends Starters/Movers/Leavers Process in place Recruitment to senior management structure	TUPE Transfer Complete Critical Day 1 training complete	All Paid correctly
ICT/Digital			Training Needs assessment	Target Architecture board Approval Systems and applications review complete	Agreed Network solution implemented	Cyber security in place New council email addresses in place Day 1 M365 migration complete New accounts created for all staff Privacy notices in place Statutory returns can be produced Data incident management arrangements in place Data sharing agreements in place	
Customer				Complaints policy/procedures agreed	Revs and Bens Systems/processes configured	Issue CT Bills One Front Door Live across channels Face to Face access points live	Complaints process implemented Telephony configured
Locality		Agree day 1 face to face locations		Decision on Member grant scheme		Agree Parish Charter Agree Area Committee Governance	
Comms	Communication and Engagement Strategy Approved	Workforce Engagement Strategy agreed		Branding Agreed			



Critical Milestones for Day 1 – Safe & Legal

	Oct – Dec 2021	Jan – Mar 2022	Apr – Jun 2022	Jul – Sep 2022	Oct – Dec 2022	Jan – Mar 2023	Apr 2023 onwards
		PEP Guidance Issued					Vesting Day
Property		Day 1 Property ambitions agreed				Out of hours response implemented Door access in place Agreed Branding deployed	
Planning			Agent Forums established		Scheme of delegation agreed Decision on committee structures and composition Decision on Validation		Backlog cleared to a minimum
Housing						Financial policies & budgets agreed and in place Issue final comms to tenants, landlords, residents etc HRA Business Plan agreed and submitted	
Culture Leisure & Sport			2023 National Portfolio deadline		Museum accreditation deadline for returns (new/change/re-accreditation)		Customer access to all facilities and services
Reg Services					Prepare and apply new schemes of delegation and any agreed harmonisation of policies Emergency Handbook submitted for approval	Officers authorised to conduct duties Emergency planning/resilient EPRR in place 24/7 Safe working practices & equip in place Policy changes to reg services enacted Specific committees structures in place	Prepare next tranche of policy harmonisation
Waste		Staff Engagement Sessions commence	Decision on vehicle replacement programme			All insurances, licenses and permits completed	
Ec Dev							
OD				Values and Behaviours agreed Blueprint for new ways of working approved Blueprint for health and well being approved	Approach for appraisals and performance management agreed OD Strategy approved		

APPENDIX B: Key Deliverables on Vesting Day

The following outline the key deliverables by the programme for vesting day:

- Structural Changes Order enacted
- Notice of election published and new Members elected
- Leader appointed and Executive created
- Mop-up Structural Changes Order complete
- Newly elected Members induction training complete
- Priorities and strategic policy framework in place
- Agreement on operating mode for committees
- Review of the Charter Trustee Status complete
- All policies required for Vesting Day in place
- Constitution agreed
- Dissolution of existing councils and creation of unitary authority
- Financial ledger system agreed
- External auditor appointed
- VAT/PAYE regulations complete
- Council tax consultation complete
- Finance regulations agreed
- Council tax reduction policy agreed
- Final budget agreed
- Approach to council tax harmonisation agreed
- Companies transferred
- Payroll system agreed
- Terms and conditions agreed
- Pay structure and policies in place
- Organisational structure agreed
- Trade union framework in place
- Senior Officer Posts recruited
- Starters, movers and leavers processes in place
- TUPE complete
- Critical Day 1 training complete
- TUPE transfer complete
- All staff and suppliers paid correctly and on time
- IT architecture output board approval
- Single network in place
- Cyber security in place
- Council email addresses in place
- New accounts created for all staff
- Privacy notices in place
- Statutory returns produced
- Data incident management arrangements in place
- Data sharing agreements in place
- Complaints policy/procedures agreed
- Revenue and benefits systems and processes configured
- Council tax bills issued
- Single phone number in place
- One Front Door live across channels
- Face-to face locations for Day 1 agreed and live
- Area committee governance agreed
- Agree Parish Charter
- Community governance reviews completed
- Communication and engagement strategy approved
- Workforce engagement strategy agreed
- Branding agreed
- Day 1 property ambitions agreed
- Out-of-hours response implemented
- Door access in place
- Agreed branding deployed
- Decision on validation (planning)
- Agent forums in place
- Scheme of delegation agreed
- Decision on planning committee structures and composition



- Approved housing strategy in place
- Final communications issued to tenants, landlords, residents etc
- HRA business plan agreed and submitted
- Financial policies and budgets agreed and in place
- Museum accreditation returns complete
- Proposed model for leisure centres approved
- Consideration of approach to harmonisation of prices (leisure)
- Emergency handbook approved
- Decision on fleet asset register
- Organisational development framework/strategy agreed
- Values and behaviours agreed
- Approach for appraisals and performance management agreed



Initial equality impact assessment screening form			
This form records an equality screening process to determine the relevance of equality to a proposal, and a decision whether or not a full EIA would be appropriate or proportionate.			
Directorate	Central Services		
Service area	Strategic Resources		
Proposal being screened	Approval of the Implementation Plan		
Officer(s) carrying out screening	Barry Khan		
What are you proposing to do?	Approve the Implementation Plan to create a unitary council for North Yorkshire.		
Why are you proposing this? What are the desired outcomes?	Following Government's decision to create North Yorkshire Council, officers and Members need to work together to create a smooth transition for the operation of North Yorkshire Council from 1 st April 2023.		
Does the proposal involve a significant commitment or removal of resources? Please give details.	Yes as identified in the report.		
Impact on people with any of the following protected characteristics as defined by the Equality Act 2010, or NYCC's additional agreed characteristics			
As part of this assessment, please consider the following questions:			
<ul style="list-style-type: none"> To what extent is this service used by particular groups of people with protected characteristics? Does the proposal relate to functions that previous consultation has identified as important? Do different groups have different needs or experiences in the area the proposal relates to? 			
If for any characteristic it is considered that there is likely to be an adverse impact or you have ticked 'Don't know/no info available', then a full EIA should be carried out where this is proportionate. You are advised to speak to your Equality rep for advice if you are in any doubt.			
Protected characteristic	Potential for adverse impact		Don't know/No info available
	Yes	No	
Age		✓	
Disability		✓	
Sex		✓	
Race		✓	
Sexual orientation		✓	
Gender reassignment		✓	
Religion or belief		✓	
Pregnancy or maternity		✓	
Marriage or civil partnership		✓	
NYCC additional characteristics			
People in rural areas		✓	
People on a low income		✓	
Carer (unpaid family or friend)		✓	
Does the proposal relate to an area where there are known inequalities/probable	The proposal covers all areas of North Yorkshire and seeks to create a new unitary council for the		

<p>impacts (e.g. disabled people's access to public transport)? Please give details.</p>	<p>area. The current policies and processes for eight Councils will need to be reviewed and realigned over time to ensure the successful operation of the new Council.</p>			
<p>Will the proposal have a significant effect on how other organisations operate? (e.g. partners, funding criteria, etc.). Do any of these organisations support people with protected characteristics? Please explain why you have reached this conclusion.</p>	<p>The decision has already been made to create one single unitary council from the existing seven District Councils and the County Council. The decision in this report is detailing the Implementation Plan on how to achieve the successful transition.</p>			
<p>Decision (Please tick one option)</p>	<p>EIA not relevant or proportionate:</p>	<p><input checked="" type="checkbox"/></p>	<p>Continue to full EIA:</p>	
<p>Reason for decision</p>	<p>The decision to create one single unitary council has already been made and the Implementation Plan provides the overarching view of how to achieve a smooth transition. Each of the individual workstreams within the Plan will have its own Equality Impact Assessment.</p>			
<p>Signed (Assistant Director or equivalent)</p>	<p><i>Barry Khan</i></p>			
<p>Date</p>	<p>13 May 2022</p>			

GROSS CAPITAL EXPENDITURE (ALL PLANS)	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Total
	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y10	
	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k
AGRICULTURAL & FISHERIES SERVICES	9,586.0	-	-	-	-	-	-	-	-	-	9,586.0
CEMETERIES, CREMATION & MORTUARY	180.0	160.0	25.0	1,148.0	635.0	-	-	-	-	-	2,148.0
CENTRAL SERVICES - GRANTS	250.0	-	-	-	-	-	-	-	-	-	250.0
CENTRAL SERVICES - ICT INFRASTRUCTURE	2,822.8	644.3	1,409.4	1,082.0	1,255.0	161.0	161.0	161.0	161.0	161.0	8,018.5
CENTRAL SERVICES - LOANS	57.7	30.0	-	-	-	-	-	-	-	-	87.7
CENTRAL SERVICES - OTHER	12,128.8	881.9	743.5	1,028.0	714.5	-	-	-	-	-	15,496.7
CENTRAL SERVICES - PROPERTY	6,020.6	1,718.0	407.5	1,000.0	285.0	10.0	10.0	10.0	10.0	10.0	9,481.1
CENTRAL SERVICES - VEHICLES	3,850.4	2,987.4	1,701.4	3,092.4	937.0	-	-	-	-	-	12,568.6
COAST PROTECTION	2,589.0	-	-	-	-	-	-	-	-	-	2,589.0
COMMUNITY SAFETY	85.0	65.0	405.0	255.0	60.0	-	-	-	-	-	870.0
CULTURE & HERITAGE	4,933.9	538.5	255.0	1,238.0	323.0	-	-	-	-	-	7,288.4
EDUCATION	-	-	-	-	-	-	-	-	-	-	-
FLOOD DEFENCE & LAND DRAINAGE	152.0	-	-	-	-	-	-	-	-	-	152.0
HOUSING HRA	33,215.9	#####	14,146.4	1,886.0	2,042.0	#####	2,022.0	2,072.0	2,124.0	2,177.0	75,497.9
HIGHWAYS	6,870.4	36.0	36.0	36.0	-	-	-	-	-	-	6,978.4
HOUSING NON-HRA*	8,159.7	6,835.7	4,514.3	2,888.7	309.0	309.0	309.0	309.0	309.0	309.0	24,252.4
INDUSTRIAL & COMMERCIAL TRADING	10,495.2	300.7	-	-	-	-	-	-	-	-	10,795.9
LIBRARY SERVICES	-	-	-	-	-	-	-	-	-	-	-
LOCAL AUTHORITY PORTS & PIERS	7,646.0	-	-	-	-	-	-	-	-	-	7,646.0
OPEN SPACES	1,361.0	476.0	433.0	240.0	65.0	30.0	40.0	30.0	40.0	35.0	2,750.0
OTHER COMMERCIAL ACTIVITY	-	-	-	-	-	-	-	-	-	-	-
PARKING	1,130.1	200.0	40.0	-	-	40.0	-	-	-	40.0	1,450.1
PLANNING & DEVELOPMENT SERVICES	1,000.0	-	-	-	-	-	-	-	-	-	1,000.0
PUBLIC TRANSPORT	5,917.0	5,638.5	-	-	-	-	-	-	-	-	11,555.5
RECREATION & SPORT	35,581.5	5,792.3	1,069.5	1,842.0	610.5	15.0	15.0	15.0	15.0	15.0	44,970.8
REGULATORY SERVICES	73.0	-	-	-	-	-	-	-	-	-	73.0
SOCIAL CARE	75.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	210.0
STREET CLEANING (NOT CHARGEABLE TO H)	60.0	-	-	-	-	-	-	-	-	-	60.0
WASTE	127.0	97.0	97.0	94.0	34.0	34.0	34.0	36.0	36.0	36.0	625.0
GROSS EXPENDITURE TOTAL	154,368.0	#####	25,298.0	#####	#####	#####	2,606.0	2,648.0	2,710.0	2,798.0	256,401.0
	-	-	-	-	-	-	-	-	-	-	-

The figures included in the programme are subject to change as a result of slippage/carry forwards from 21/22. Such slippage is also covered by the General Consent.

			Gross Expenditure #####										256,401.0
Council	Theme (based on COR Headings)	Scheme	2022/23 Y1 £k	2023/24 Y2 £k	2024/25 Y3 £k	2025/26 Y4 £k	2026/27 Y5 £k	2027/28 Y6 £k	2028/29 Y7 £k	2029/30 Y8 £k	2030/31 Y9 £k	2031/32 Y10 £k	Total £k
Craven	CENTRAL SERVICES - PROPERTY	S106 Shared Ownership Acquisitions	1,145.0	1,121.0	-	-	-	-	-	-	-	-	2,266.0
Craven	PLANNING & DEVELOPMENT SERVICES	Langcliffe Quarry Development (Phasi	1,000.0	-	-	-	-	-	-	-	-	-	1,000.0
Craven	HOUSING NON-HRA*	Disabled Facilities Grants	557.0	557.0	557.0	557.0	-	-	-	-	-	-	2,228.0
Craven	RECREATION & SPORT	Disabled Pool Access Doors	10.0	-	-	-	-	-	-	-	-	-	10.0
Craven	RECREATION & SPORT	Group Indoor Cycling Bike - Replacem	27.5	-	-	-	-	-	-	-	-	-	27.5
Craven	PARKING	EVCP Charging Points - OZEV Funding	140.0	-	-	-	-	-	-	-	-	-	140.0
Craven	REGULATORY SERVICES	High Street Toilets	40.0	-	-	-	-	-	-	-	-	-	40.0
Craven	CENTRAL SERVICES - VEHICLES	Vehicle Replacement Programme	592.0	-	-	-	-	-	-	-	-	-	592.0
Craven	INDUSTRIAL & COMMERCIAL TRADING	ESL Business Units	1,510.0	-	-	-	-	-	-	-	-	-	1,510.0
Craven	CEMETERIES, CREMATION & MORTUARY	Skipton Crematorium Extension	20.0	150.0	-	-	-	-	-	-	-	-	170.0
Craven	HIGHWAYS	Local Growth Deal: Highway Improve	1,201.0	-	-	-	-	-	-	-	-	-	1,201.0
Craven	CENTRAL SERVICES - ICT INFRASTRUCTURE	Integrate Systems and Review Service	30.0	10.0	-	-	-	-	-	-	-	-	40.0
Craven	CENTRAL SERVICES - ICT INFRASTRUCTURE	Replace Computer, Server and Applia	30.0	30.0	30.0	30.0	-	-	-	-	-	-	120.0
Hambleton	RECREATION & SPORT	Bedale Leisure Centre - Improvement	50.0	-	-	-	-	-	-	-	-	-	50.0
Hambleton	RECREATION & SPORT	Bedale Leisure Centre - Air Handling L	57.3	-	-	-	-	-	-	-	-	-	57.3
Hambleton	RECREATION & SPORT	Stokesley Leisure Centre - Swimming	17.4	-	-	-	-	-	-	-	-	-	17.4
Hambleton	RECREATION & SPORT	Stokesley Leisure Centre - Flat Roof Is	13.8	-	-	-	-	-	-	-	-	-	13.8
Hambleton	RECREATION & SPORT	Stokesley Leisure Centre - Glazed Roo	37.5	-	-	-	-	-	-	-	-	-	37.5
Hambleton	RECREATION & SPORT	Stokesley Leisure Centre - Dry Side Ch	150.0	-	-	-	-	-	-	-	-	-	150.0
Hambleton	RECREATION & SPORT	Northallerton Leisure Centre - AHU &	257.3	-	-	-	-	-	-	-	-	-	257.3
Hambleton	RECREATION & SPORT	Northallerton Leisure Centre - Roof C	330.8	-	-	-	-	-	-	-	-	-	330.8
Hambleton	RECREATION & SPORT	Northallerton Leisure Centre - Glazec	81.3	-	-	-	-	-	-	-	-	-	81.3
Hambleton	RECREATION & SPORT	Northallerton Leisure Centre - Steelw	17.5	-	-	-	-	-	-	-	-	-	17.5
Hambleton	RECREATION & SPORT	Northallerton Leisure Centre - Sports	156.8	-	-	-	-	-	-	-	-	-	156.8
Hambleton	RECREATION & SPORT	Northallerton Leisure Centre - Pressu	4.2	-	-	-	-	-	-	-	-	-	4.2
Hambleton	RECREATION & SPORT	Northallerton Leisure Centre - Dome:	22.5	-	-	-	-	-	-	-	-	-	22.5
Hambleton	RECREATION & SPORT	Northallerton Leisure Centre - Swimn	20.0	-	-	-	-	-	-	-	-	-	20.0
Hambleton	RECREATION & SPORT	Northallerton Leisure Centre - Heatin	12.5	-	-	-	-	-	-	-	-	-	12.5
Hambleton	RECREATION & SPORT	Northallerton Leisure Centre - Sports	18.8	-	-	-	-	-	-	-	-	-	18.8
Hambleton	RECREATION & SPORT	Thirsk & Sowerby Leisure Centre - All	62.5	-	-	-	-	-	-	-	-	-	62.5
Hambleton	RECREATION & SPORT	Thirsk & Sowerby Leisure Centre - Rep	187.5	-	-	-	-	-	-	-	-	-	187.5
Hambleton	RECREATION & SPORT	Leisure Centre Replacement & Renew	-	300.0	300.0	300.0	-	-	-	-	-	-	900.0
Hambleton	RECREATION & SPORT	All Leisure Centres - Decarbonisation	2,700.0	-	-	-	-	-	-	-	-	-	2,700.0
Hambleton	RECREATION & SPORT	Thirsk & Sowerby Sports Village	962.0	-	-	-	-	-	-	-	-	-	962.0
Hambleton	RECREATION & SPORT	Northallerton Sports Village	1,223.2	50.7	-	-	-	-	-	-	-	-	1,273.9
Hambleton	HIGHWAYS	Public Lighting Replacement	36.0	36.0	36.0	36.0	-	-	-	-	-	-	144.0
Hambleton	CENTRAL SERVICES - PROPERTY	Civic Centre - Public Lighting LED Upg	20.0	-	-	-	-	-	-	-	-	-	20.0
Hambleton	PARKING	Car Park Reinstatements	90.4	-	-	-	-	-	-	-	-	-	90.4
Hambleton	PARKING	Car Park Improvement Scheme	80.0	-	-	-	-	-	-	-	-	-	80.0

Hambleton	HIGHWAYS	Millgate, Thirsk - Structural Support Ir	22.0	-	-	-	-	-	-	-	-	22.0
Hambleton	CENTRAL SERVICES - PROPERTY	Civic Centre - Electrical Switch Gear	65.0	-	-	-	-	-	-	-	-	65.0
Hambleton	CENTRAL SERVICES - PROPERTY	Civic Centre - Maintenance	-	50.0	50.0	50.0	-	-	-	-	-	150.0
Hambleton	CENTRAL SERVICES - PROPERTY	Hambleton Forum - Air Handling Unit	43.8	-	-	-	-	-	-	-	-	43.8
Hambleton	PARKING	Hambleton Forum - Car Park & Access	49.5	-	-	-	-	-	-	-	-	49.5
Hambleton	CENTRAL SERVICES - PROPERTY	Hambleton Forum - Exterior Glazing R	30.0	-	-	-	-	-	-	-	-	30.0
Hambleton	CENTRAL SERVICES - PROPERTY	Hambleton Forum - Maintenance	-	40.0	40.0	40.0	-	-	-	-	-	120.0
Hambleton	HIGHWAYS	Thirsk Market Place - Replace & Repo	66.0	-	-	-	-	-	-	-	-	66.0
Hambleton	HIGHWAYS	Thirsk Market Place - Resurface Cobbl	22.0	-	-	-	-	-	-	-	-	22.0
Hambleton	CULTURE & HERITAGE	World of James Herriot - Roof Replace	60.0	-	-	-	-	-	-	-	-	60.0
Hambleton	CULTURE & HERITAGE	World of James Herriot - Structural Ti	2.0	-	-	-	-	-	-	-	-	2.0
Hambleton	CULTURE & HERITAGE	World of James Herriot - Brickwork	10.0	-	-	-	-	-	-	-	-	10.0
Hambleton	CULTURE & HERITAGE	World of James Herriot - Maintenance	-	40.0	40.0	40.0	-	-	-	-	-	120.0
Hambleton	WASTE	Purchase of Recycling Equipment (Bin	60.0	60.0	60.0	60.0	-	-	-	-	-	240.0
Hambleton	CENTRAL SERVICES - PROPERTY	Bedale Garage - Asbestos Managemen	20.0	-	-	-	-	-	-	-	-	20.0
Hambleton	CENTRAL SERVICES - PROPERTY	Springboard - Brise Soleil Refurbishm	230.0	-	-	-	-	-	-	-	-	230.0
Hambleton	CENTRAL SERVICES - PROPERTY	Bedale Craft Yard - Ext/Int Redecorati	12.5	-	-	-	-	-	-	-	-	12.5
Hambleton	REGULATORY SERVICES	Bedale Gas (Units) & Water Heater (T	33.0	-	-	-	-	-	-	-	-	33.0
Hambleton	CENTRAL SERVICES - PROPERTY	Binks Close - Replacement of Lighting	1.5	-	-	-	-	-	-	-	-	1.5
Hambleton	CENTRAL SERVICES - PROPERTY	Binks Close - Internal Redecoration	3.2	-	-	-	-	-	-	-	-	3.2
Hambleton	CENTRAL SERVICES - PROPERTY	Lumley Close - Replacement of Lightir	8.8	-	-	-	-	-	-	-	-	8.8
Hambleton	CENTRAL SERVICES - PROPERTY	Wainstone Court - Guttering/Roof Wc	15.4	-	-	-	-	-	-	-	-	15.4
Hambleton	CENTRAL SERVICES - PROPERTY	Wainstones - Water Boiler Replaceme	5.6	-	-	-	-	-	-	-	-	5.6
Hambleton	CENTRAL SERVICES - PROPERTY	Wainstones - Internal Lighting Replac	6.0	-	-	-	-	-	-	-	-	6.0
Hambleton	CENTRAL SERVICES - PROPERTY	Wainstones - Redecoration	2.8	-	-	-	-	-	-	-	-	2.8
Hambleton	CENTRAL SERVICES - PROPERTY	Wainstones - Roof/Gutter Integral Un	98.0	-	-	-	-	-	-	-	-	98.0
Hambleton	CENTRAL SERVICES - PROPERTY	Evolution - Heating System	200.0	-	-	-	-	-	-	-	-	200.0
Hambleton	CENTRAL SERVICES - PROPERTY	Workspaces - Electrical Distribution R	14.0	-	-	-	-	-	-	-	-	14.0
Hambleton	CULTURE & HERITAGE	Heritage Action Zone - Schemes & Cul	214.6	53.5	-	-	-	-	-	-	-	268.1
Hambleton	OPEN SPACES	Town Square Enhancement Scheme	770.0	-	-	-	-	-	-	-	-	770.0
Hambleton	CENTRAL SERVICES - OTHER	Northallerton Complimentary Scheme	716.1	-	-	-	-	-	-	-	-	716.1
Hambleton	CENTRAL SERVICES - OTHER	Town Centre Living	72.0	-	-	-	-	-	-	-	-	72.0
Hambleton	HOUSING NON-HRA*	Disabled Facilities Grant	431.7	431.7	381.7	381.7	-	-	-	-	-	1,626.8
Hambleton	CENTRAL SERVICES - PROPERTY	Business Centre - Maintenance	-	100.0	100.0	100.0	-	-	-	-	-	300.0
Hambleton	CENTRAL SERVICES - OTHER	Market Towns Investment Plans (Bed	250.0	-	-	-	-	-	-	-	-	250.0
Hambleton	CENTRAL SERVICES - ICT INFRASTRUCTURE	ICT Improvements	194.1	195.0	170.8	147.0	-	-	-	-	-	706.9
Hambleton	RECREATION & SPORT	Leisure Centre - Update wi-fi	15.1	-	-	-	-	-	-	-	-	15.1
Hambleton	RECREATION & SPORT	Leisure Centre - Access Points	64.0	-	-	-	-	-	-	-	-	64.0
Hambleton	CENTRAL SERVICES - ICT INFRASTRUCTURE	ICT - Civica Estore & Icon upgrade V17	21.0	-	-	-	-	-	-	-	-	21.0
Hambleton	CENTRAL SERVICES - ICT INFRASTRUCTURE	ICT - Civica cash receipting upgrade tc	28.5	-	-	-	-	-	-	-	-	28.5
Hambleton	INDUSTRIAL & COMMERCIAL TRADING	Treadmills Phase 2 inc eCampus	7,615.6	-	-	-	-	-	-	-	-	7,615.6
Hambleton	INDUSTRIAL & COMMERCIAL TRADING	Treadmills Phase 3	500.0	-	-	-	-	-	-	-	-	500.0
Hambleton	CEMETERIES, CREMATION & MORTUARY	Crematorium	130.0	-	-	-	-	-	-	-	-	130.0
Harrogate	RECREATION & SPORT	Ripon Leisure Centre - Ground Investi	2,250.0	-	-	-	-	-	-	-	-	2,250.0
Harrogate	RECREATION & SPORT	Fitness Equipment	300.0	-	110.0	-	-	-	-	-	-	410.0
Harrogate	RECREATION & SPORT	Leisure Venues - Design Development	200.0	-	-	-	-	-	-	-	-	200.0
Harrogate	CENTRAL SERVICES - PROPERTY	Fairfax Community Centre	250.0	-	-	-	-	-	-	-	-	250.0

Harrogate	RECREATION & SPORT	Hydro Pool	11,990.7	326.0	-	-	-	-	-	-	-	-	12,316.7
Harrogate	RECREATION & SPORT	Knaresborough Pool	12,970.3	4,564.4	-	-	-	-	-	-	-	-	17,534.7
Harrogate	RECREATION & SPORT	Sport & Leisure (Reserve Funded)	665.3	418.5	544.5	1,427.0	495.5	-	-	-	-	-	3,550.8
Harrogate	COMMUNITY SAFETY	Safer Communities (Reserve Funded)	70.0	65.0	405.0	255.0	60.0	-	-	-	-	-	855.0
Harrogate	CULTURE & HERITAGE	Harrogate Convention Centre (Reserv	908.8	419.0	215.0	1,198.0	323.0	-	-	-	-	-	3,063.8
Harrogate	CENTRAL SERVICES - PROPERTY	Place Shaping & Economic Growth (Re	774.0	150.0	87.5	780.0	275.0	-	-	-	-	-	2,066.5
Harrogate	OPEN SPACES	Parks & Environmental Services (Rese	90.0	50.0	50.0	25.0	25.0	-	-	-	-	-	240.0
Harrogate	CEMETERIES, CREMATION & MORTUARY	Parks & Environmental Services (Rese	20.0	10.0	15.0	58.0	-	-	-	-	-	-	103.0
Harrogate	CENTRAL SERVICES - OTHER	Parks & Environmental Services (Rese	540.0	355.0	370.0	605.0	295.0	-	-	-	-	-	2,165.0
Harrogate	CENTRAL SERVICES - OTHER	OD&I	446.8	426.9	373.5	423.0	419.5	-	-	-	-	-	2,089.7
Harrogate	CENTRAL SERVICES - ICT INFRASTRUCTURE	IP Camera Upgrades	75.0	-	-	-	-	-	-	-	-	-	75.0
Harrogate	PARKING	Multi-Storey Car Park Lighting	70.0	150.0	-	-	-	-	-	-	-	-	220.0
Harrogate	CULTURE & HERITAGE	Harrogate Convention Centre Redeve	551.5	26.0	-	-	-	-	-	-	-	-	577.5
Harrogate	INDUSTRIAL & COMMERCIAL TRADING	Phoenix Workshops	20.0	-	-	-	-	-	-	-	-	-	20.0
Harrogate	CENTRAL SERVICES - PROPERTY	78-82a Knaresborough High Street	65.0	-	-	-	-	-	-	-	-	-	65.0
Harrogate	PARKING	ULEV Capital Works (Ultra Low Emissi	230.0	-	-	-	-	-	-	-	-	-	230.0
Harrogate	SOCIAL CARE	Changing Places Ripon	60.0	-	-	-	-	-	-	-	-	-	60.0
Harrogate	CENTRAL SERVICES - VEHICLES	Vehicle Purchases - Main Vehicle Flee	862.4	902.4	791.4	2,232.4	937.0	-	-	-	-	-	5,725.6
Harrogate	CENTRAL SERVICES - ICT INFRASTRUCTURE	In-Cab Comms and Cameras	200.0	-	-	-	-	-	-	-	-	-	200.0
Harrogate	RECREATION & SPORT	Parks - Playground Equipment	100.0	100.0	100.0	100.0	100.0	-	-	-	-	-	500.0
Harrogate	OPEN SPACES	Open Spaces - Commuted Sums	185.0	185.0	185.0	185.0	-	-	-	-	-	-	740.0
Harrogate	CEMETERIES, CREMATION & MORTUARY	Cemetery Extension - Knaresborough	-	-	-	225.0	-	-	-	-	-	-	225.0
Harrogate	CEMETERIES, CREMATION & MORTUARY	Cemetery Extension - Stonefall	-	-	-	665.0	635.0	-	-	-	-	-	1,300.0
Harrogate	CEMETERIES, CREMATION & MORTUARY	Cemetery Extension - Pateley Bridge	-	-	-	200.0	-	-	-	-	-	-	200.0
Harrogate	CENTRAL SERVICES - PROPERTY	Claro Road Depot Redevelopment	900.0	-	-	-	-	-	-	-	-	-	900.0
Harrogate	CENTRAL SERVICES - OTHER	Nursery Redevelopment	500.0	-	-	-	-	-	-	-	-	-	500.0
Harrogate	HOUSING HRA	HIP	15,478.3	6,774.8	6,921.9	-	-	-	-	-	-	-	29,175.0
Harrogate	CENTRAL SERVICES - ICT INFRASTRUCTURE	ICT - Tangible	486.1	-	727.5	744.0	1,094.0	-	-	-	-	-	3,051.6
Harrogate	CENTRAL SERVICES - ICT INFRASTRUCTURE	ICT - Intangible	975.5	159.3	81.1	-	-	-	-	-	-	-	1,215.9
Harrogate	HOUSING NON-HRA*	Disabled Facilities Grants	1,000.0	1,000.0	1,000.0	-	-	-	-	-	-	-	3,000.0
Richmondshire	CENTRAL SERVICES - ICT INFRASTRUCTURE	ICT Capital Programme	136.0	161.0	161.0	161.0	161.0	161.0	161.0	161.0	161.0	161.0	1,585.0
Richmondshire	CENTRAL SERVICES - PROPERTY	George Nickling House Refurbishmen	232.0	-	-	-	-	-	-	-	-	-	232.0
Richmondshire	WASTE	Waste / Recycling Replacement Bins	67.0	37.0	37.0	34.0	34.0	34.0	34.0	36.0	36.0	36.0	385.0
Richmondshire	SOCIAL CARE	Lifeline	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	150.0
Richmondshire	PARKING	Car Parks Resurfacing / Repairs	-	-	40.0	-	-	40.0	-	-	-	40.0	120.0
Richmondshire	HIGHWAYS	Street Lighting Investment Programm	85.0	-	-	-	-	-	-	-	-	-	85.0
Richmondshire	OPEN SPACES	Grounds Maintenance Equipment	25.0	25.0	25.0	30.0	30.0	30.0	30.0	30.0	30.0	35.0	290.0
Richmondshire	CENTRAL SERVICES - PROPERTY	Depot Improvements	-	30.0	20.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	120.0
Richmondshire	CENTRAL SERVICES - PROPERTY	Mercury House	-	210.0	-	-	-	-	-	-	-	-	210.0
Richmondshire	RECREATION & SPORT	Richmond Pool	447.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	582.0
Richmondshire	CENTRAL SERVICES - PROPERTY	Public Conveniences Improvement W	-	-	-	20.0	-	-	-	-	-	-	20.0
Richmondshire	OPEN SPACES	Open Space Improvements	10.0	-	10.0	-	10.0	-	10.0	-	10.0	-	50.0
Richmondshire	CEMETERIES, CREMATION & MORTUARY	Cemetery Improvement Works	10.0	-	10.0	-	-	-	-	-	-	-	20.0
Richmondshire	HOUSING HRA	HRA Capital Programme	1,746.0	1,802.0	1,834.0	1,886.0	2,042.0	1,973.0	2,022.0	2,072.0	2,124.0	2,177.0	19,678.0
Richmondshire	HOUSING NON-HRA*	Disabled Facilities and Other Housing	309.0	309.0	309.0	309.0	309.0	309.0	309.0	309.0	309.0	309.0	3,090.0
Ryedale	CENTRAL SERVICES - VEHICLES	Vehicle Replacement Programme	736.0	45.0	40.0	-	-	-	-	-	-	-	821.0
Ryedale	CENTRAL SERVICES - PROPERTY	Replacement of Garage Inspection Pit	110.0	-	-	-	-	-	-	-	-	-	110.0

Ryedale	CENTRAL SERVICES - PROPERTY	Condition Surveys	93.0	17.0	110.0	-	-	-	-	-	-	220.0
Ryedale	PARKING	Car Park Action Plan	50.0	50.0	-	-	-	-	-	-	-	100.0
Ryedale	CENTRAL SERVICES - GRANTS	Projects in Ryedale's Rural Communit	160.0	-	-	-	-	-	-	-	-	160.0
Ryedale	HIGHWAYS	Malton to Pickering Cycle Route	48.4	-	-	-	-	-	-	-	-	48.4
Ryedale	RECREATION & SPORT	Norton Skatepark	50.0	-	-	-	-	-	-	-	-	50.0
Ryedale	CENTRAL SERVICES - ICT INFRASTRUCTURE	IT Infrastructure Strategy	30.0	-	-	-	-	-	-	-	-	30.0
Ryedale	CENTRAL SERVICES - OTHER	Animal Welfare	45.0	-	-	-	-	-	-	-	-	45.0
Ryedale	STREET CLEANING (NOT CHARGEABLE TO HIGHWAYS)	Cleaner Streets	60.0	-	-	-	-	-	-	-	-	60.0
Ryedale	HOUSING NON-HRA*	Affordable Housing Initiatives	933.0	1,851.0	-	-	-	-	-	-	-	2,784.0
Ryedale	CENTRAL SERVICES - GRANTS	Private Sector Energy Efficiency Grant	10.0	-	-	-	-	-	-	-	-	10.0
Ryedale	HOUSING NON-HRA*	Disabled Facilities Grants	496.0	496.0	496.0	-	-	-	-	-	-	1,488.0
Ryedale	FLOOD DEFENCE & LAND DRAINAGE	Flooding Contingency	152.0	-	-	-	-	-	-	-	-	152.0
Scarborough	OPEN SPACES	HLF South Cliff Gardens	281.0	216.0	163.0	-	-	-	-	-	-	660.0
Scarborough	CENTRAL SERVICES - OTHER	Play Area Improvements	184.0	-	-	-	-	-	-	-	-	184.0
Scarborough	HOUSING NON-HRA*	Disabled Facilities Grants	1,641.0	1,641.0	1,641.0	1,641.0	-	-	-	-	-	6,564.0
Scarborough	CENTRAL SERVICES - OTHER	SCARBOROUGH TOWNS FUND - FABL	891.0	-	-	-	-	-	-	-	-	891.0
Scarborough	PUBLIC TRANSPORT	SCARBOROUGH TOWNS FUND - Static	5,917.0	-	-	-	-	-	-	-	-	5,917.0
Scarborough	CULTURE & HERITAGE	SCARBOROUGH TOWNS FUND - Scarb	833.0	-	-	-	-	-	-	-	-	833.0
Scarborough	LOCAL AUTHORITY PORTS & PIERS	SCARBOROUGH TOWNS FUND - Scarb	7,646.0	-	-	-	-	-	-	-	-	7,646.0
Scarborough	CENTRAL SERVICES - OTHER	SCARBOROUGH TOWNS FUND - Scarb	480.0	-	-	-	-	-	-	-	-	480.0
Scarborough	CULTURE & HERITAGE	SCARBOROUGH TOWNS FUND - Scarb	1,232.0	-	-	-	-	-	-	-	-	1,232.0
Scarborough	HIGHWAYS	SCARBOROUGH TOWNS FUND - Walk	3,090.0	-	-	-	-	-	-	-	-	3,090.0
Scarborough	CENTRAL SERVICES - PROPERTY	Uncommitted Property Asset Manage	1,675.0	-	-	-	-	-	-	-	-	1,675.0
Scarborough	CENTRAL SERVICES - VEHICLES	Vehicle and Equipment Replacement	1,660.0	2,040.0	870.0	860.0	-	-	-	-	-	5,430.0
Scarborough	COAST PROTECTION	Scarborough Harbour Infrastructure	880.0	-	-	-	-	-	-	-	-	880.0
Scarborough	CENTRAL SERVICES - OTHER	Infrastructure Schemes	1,181.0	-	-	-	-	-	-	-	-	1,181.0
Scarborough	CENTRAL SERVICES - ICT INFRASTRUCTURE	IT Infrastructure Investments	400.0	-	-	-	-	-	-	-	-	400.0
Scarborough	HOUSING NON-HRA*	Housing Schemes Funded via s106	481.0	-	-	-	-	-	-	-	-	481.0
Scarborough	CENTRAL SERVICES - OTHER	Borough Wide Public Realm Improver	2,000.0	-	-	-	-	-	-	-	-	2,000.0
Scarborough	CENTRAL SERVICES - OTHER	Filey Masterplan	1,000.0	-	-	-	-	-	-	-	-	1,000.0
Scarborough	CENTRAL SERVICES - OTHER	Peasholm Tree Walk	150.0	-	-	-	-	-	-	-	-	150.0
Scarborough	COAST PROTECTION	Robin Hoods Bay Sea Wall	1,709.0	-	-	-	-	-	-	-	-	1,709.0
Scarborough	CENTRAL SERVICES - OTHER	WHITBY TOWNS FUND - Broomfields	2,600.0	-	-	-	-	-	-	-	-	2,600.0
Scarborough	HIGHWAYS	WHITBY TOWNS FUND - Whitby Harb	2,300.0	-	-	-	-	-	-	-	-	2,300.0
Scarborough	AGRICULTURAL & FISHERIES SERVICES	WHITBY TOWNS FUND - Whitby Marii	9,586.0	-	-	-	-	-	-	-	-	9,586.0
Scarborough	CULTURE & HERITAGE	WHITBY TOWNS FUND - Old Town Ha	896.0	-	-	-	-	-	-	-	-	896.0
Scarborough	CULTURE & HERITAGE	WHITBY TOWNS FUND - Whitby Wayf	226.0	-	-	-	-	-	-	-	-	226.0
Scarborough	CENTRAL SERVICES - OTHER	WHITBY TOWNS FUND - Eastside Wel	739.0	-	-	-	-	-	-	-	-	739.0
Scarborough	HOUSING NON-HRA*	Community Led Housing Developmen	1,761.0	-	-	-	-	-	-	-	-	1,761.0
Selby	CENTRAL SERVICES - ICT INFRASTRUCTURE	GIS System	22.4	-	-	-	-	-	-	-	-	22.4
Selby	CENTRAL SERVICES - ICT INFRASTRUCTURE	Benefits & Taxation System Upgrade	21.4	15.0	15.0	-	-	-	-	-	-	51.4
Selby	CENTRAL SERVICES - ICT INFRASTRUCTURE	IDOX Planning System	20.0	15.0	15.0	-	-	-	-	-	-	50.0
Selby	CENTRAL SERVICES - ICT INFRASTRUCTURE	Finance System Replacement	-	-	150.0	-	-	-	-	-	-	150.0
Selby	RECREATION & SPORT	Asset Management Plan - Leisure & P	9.0	17.7	-	-	-	-	-	-	-	26.7
Selby	CENTRAL SERVICES - ICT INFRASTRUCTURE	Committee Room Microphone System	65.0	-	-	-	-	-	-	-	-	65.0
Selby	INDUSTRIAL & COMMERCIAL TRADING	Industrial Units Maintenance	229.4	-	-	-	-	-	-	-	-	229.4

Selby	INDUSTRIAL & COMMERCIAL TRADING	Industrial Units Investment	620.2	300.7	-	-	-	-	-	-	-	-	920.9
Selby	PARKING	Car Park Improvement Programme	420.2	-	-	-	-	-	-	-	-	-	420.2
Selby	CENTRAL SERVICES - ICT INFRASTRUCTURE	ICT - Channel Shift 3 Website & Intran	18.0	-	-	-	-	-	-	-	-	-	18.0
Selby	CENTRAL SERVICES - ICT INFRASTRUCTURE	ICT - End User Devices - Software / Hæ	60.3	49.5	49.5	-	-	-	-	-	-	-	159.3
Selby	CENTRAL SERVICES - ICT INFRASTRUCTURE	ICT - Digital Workforce - Telephones -	9.5	9.5	9.5	-	-	-	-	-	-	-	28.5
Selby	COMMUNITY SAFETY	South Milford Retaining Wall	15.0	-	-	-	-	-	-	-	-	-	15.0
Selby	RECREATION & SPORT	Council Play Area Maintenance	100.0	-	-	-	-	-	-	-	-	-	100.0
Selby	CENTRAL SERVICES - LOANS	Private Sector - Home Improvement L	57.7	30.0	-	-	-	-	-	-	-	-	87.7
Selby	CENTRAL SERVICES - GRANTS	Empty Property Grants	80.0	-	-	-	-	-	-	-	-	-	80.0
Selby	HOUSING NON-HRA*	Disabled Facilities Grants	550.0	550.0	129.6	-	-	-	-	-	-	-	1,229.6
Selby	HOUSING HRA	Housing Revenue Account	15,991.6	5,262.8	5,390.5	-	-	-	-	-	-	-	26,644.9
Selby	CENTRAL SERVICES - OTHER	High Street Shop Fronts (1-3)	19.5	25.0	-	-	-	-	-	-	-	-	44.5
Selby	CENTRAL SERVICES - OTHER	New Lane - Public Realm (1-3)	100.0	75.0	-	-	-	-	-	-	-	-	175.0
Selby	PUBLIC TRANSPORT	Selby TCF Capital (1-3)	-	5,638.5	-	-	-	-	-	-	-	-	5,638.5
Selby	CENTRAL SERVICES - OTHER	Low Carbon Projects (Phase 1) CAPIT#	214.4	-	-	-	-	-	-	-	-	-	214.4

Note: The figures included in the programme are subject to change as a result of slippage/carry forwards from 21/22. Such slippage is also covered by the General Consent.

North Yorkshire County Council

Executive

23 May 2022

Appointments to Outside Bodies

1.0 Purpose of the Report

- 1.1 To invite the Executive to make appointments to those outside bodies which fall to be made by the Executive under the County Council's Constitution.

2.0 Appointments to Outside Bodies

- 2.1 Appendix 1 sets out a table of the appointments to outside bodies which fall to be made by the Executive, together with information about previous appointees.
- 2.2 Detailed information in respect of each outside body, including the following, is available to Members on request to Democratic Services:-
- Purpose of outside body
 - Meetings – frequency per year; venue; time of day/evening meetings held
 - Recent Minutes

3.0 Recommendation

- 3.1 That the Executive appoint to the outside bodies specified in the appended table shown at Appendix 1, if they so wish, or defer appointments to a later meeting.

Barry Khan
Assistant Chief Executive (Legal and Democratic Services)
County Hall
Northallerton

13 May 2022

Background documents: None

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Schedule 5

Appointment to Outside Bodies

1. PARTNER BODIES

Those appointed to these bodies should be Members of the Council.

- ♦ Appointments will be made corporately.
- ♦ Some officer briefing or other support will be provided.
- ♦ There will be a requirement to report back, perhaps to an officer who may report onwards.
- ♦ Expenses will be paid to County Councillors unless they are payable by the body appointed to.

A Outside Body	B No of Seats	C Appointed By	D Appointed (Members and Subs)	E Appointed until	F Report back by/to
Airedale NHS Foundation Trust Council of Governors	1	Executive	CC G Quinn	May 2022	
Border to Coast Pensions Partnership	1	Executive	CC P Mulligan	May 2022	
Breckenbrough School Limited	2	Executive	CC R Baker CC C Trotter	May 2022	Member/CD-CYPS
Citizens Advice Mid-North Yorkshire	2	Executive	CC C Les CC C Goodrick	May 2022	
County Councils Network	4	Executive	CC C Les CC G Dadd CC D Mackenzie CC G White	May 2022	
Doncaster/Sheffield Airport Consultative Committee	1 + Sub	Executive	CC Chris Pearson Sub:	May 2022	
Drax Power Station Consultative Committee *	4 + Subs	Executive	CC M Jordan CC C Lunn CC K Arthur CC M Hobson Subs: CC Chris Pearson CC R Musgrave	May 2022	CD-BES

A	B	C	D	E	F
Outside Body	No of Seats	Appointed By	Appointed (Members and Subs)	Appointed until	Report back by/to
Durham Tees Valley Airport Consultative Committee	1 + Sub	Executive	CC D Jeffels	May 2022	
Eggborough Power Limited Consultative Committee	2 + Subs	Executive	Sub: CC D Chance CC C Lunn CC J McCartney Sub: CC M Jordan	May 2022	CD-BES
Foster Panel (East)	1	Executive	CC J Plant	May 2022	
Foster Panel (West)	1	Executive	CC Chris Pearson	May 2022	
Harrogate and District NHS Foundation Trust	1	Executive	CC J Mann	May 2022	
Humber Coast and Vale Integrated Care System	1	Executive	CC M Harrison	May 2022	
Leeds Bradford International Airport Cons Committee	1 + Sub	Executive	CC C Trotter Sub: CC A Paraskas	May 2022	Member/CD-BES
Local Government Association (LGA)	4	Executive	CC C Les CC G Dadd CC P Mulligan CC D Chance	May 2022	Member/Executive
Local Government North Yorkshire and York	1 (Leader) + Sub	Executive	CC C Les Sub: CC G Dadd	May 2022	Member/Executive
Local Government Yorkshire and Humber Employers' Committee	1 + Subs	Executive	CC C Lunn Sub: CC G Dadd	May 2022	
North Eastern Inshore Fisheries and Conservation Authority	2	Council	CC T Randerson CC D Chance	May 2022	Member/CD-BES
North York Moors Historical Railway Trust Limited	2	Executive	CC D Chance CC H Swiers	May 2022	
North York Moors National Park Authority	4	Council	CC D Jeffels CC J McCartney CC H Moorhouse CC C Patmore	May 2022	Member/Council
North York Moors National Park Local Access Forum	1 + Sub	Executive	CC V Arnold Sub: CC D Chance	May 2022	
North Yorkshire Local Access Forum	2	Executive	CC R Heseltine CC D Jeffels	May 2022	
North Yorkshire Youth Limited Board of Trustees	1	Executive	CC J Sanderson	May 2022	Member/CD-CYPS
NYNet Ltd Board and NYnet 100 Ltd	1 + 1 observer/ Sub	Executive	CC D Mackenzie Observer: CC D Hugill		

A	B	C	D	E	F
Outside Body	No of Seats	Appointed By	Appointed (Members and Subs)	Appointed until	Report back by/to
Outdoor Learning Service Consultative Committee	3 + Sub	Executive	CC S Lumley VACANCY CC Chris Pearson Sub: CC J Plant		
Rail North	2	Executive	Director: CC D Mackenzie Deputy Director: CC A Lee	May 2022	
Reserve Forces and Cadets Association for Yorkshire and the Humber	2	Executive	CC D Jeffels CC A Lee	May 2022	
Rural Services Network (SPARSE Rural Special Interest Group)	1 + Sub	Executive	CC R Heseltine Sub: CC D Ireton	May 2022	
Scarborough Theatre Trust	1 (+ 1 observer)	Executive	CC H Swiers Observer: CC D Chance	May 2022	
South Tees Hospitals NHS Foundation Trust	1	Executive	CC C Dickinson	May 2022	
Standing Advisory Council on Religious Education	5	Executive	CC P Mulligan CC J Jefferson CC A Lee CC R Heseltine CC A Wilkinson	May 2022	Member/CD-CYPS
St Camillus Trust	1 + officer	Executive	CC J Sanderson Jane le Sage CC H Swiers	May 2022 April 2022 May 2022	
Tees, Esk and Wear Valleys NHS Foundation Trust Council of Governors	1	Executive			
Transport for the North Scrutiny Committee	1	Executive	CC P Haslam	May 2022	
University of Leeds - Court	1	Executive	CC J Ennis	May 2022	Member/CD-CYPS/ CD-BES
University of York - Court	2 (Chairman of NYCC and Exec Member for Ed)	Executive	CC H Swiers CC J Sanderson	May 2022	Member/CD-CYPS/ CD-BES
Veritau Ltd (shared Internal Audit Service) Board of Directors	1 (Executive)	Executive	CC G Dadd Sub: CC D Chance	May 2022	

A	B	C	D	E	F
Outside Body	No of Seats Member for Corporate Services) + Sub	Appointed By	Appointed (Members and Subs)	Appointed until	Report back by/to
Welcome to Yorkshire	1 + Sub	Executive	CC D Chance Sub: CC D Bastiman	May 2022	
West Yorkshire and Harrogate Integrated Care System	1	Executive	CC A Lee	May 2022	
York Archaeological Trust for Excavation and Research Limited	1	Executive	CC D Chance	May 2022	
York and North Yorkshire Local Enterprise Partnership Infrastructure Board	1	Executive	CC Bastiman	May 2022	
York and North Yorkshire Local Enterprise Partnership Overview and Scrutiny Board	1 + Sub	Executive	CC C Goodrick Sub: CC H Swiers	May 2022	
York Teaching Hospitals NHS Foundation Trust	1	Executive	CC Chris Pearson		
Yorkshire Agricultural Society	1	Executive	CC J Weighell OBE	May 2022	
Yorkshire and Humber Joint Scrutiny of Health Committee	1	Executive	CCJ Clark	May 2022	
Yorkshire Dales National Park Authority	5	Council	CC D Ireton CC S Parsons CC K Sedgwick CC G Quinn CC Y Peacock	May 2022	Member/Council
Yorkshire Purchasing Organisation Management Committee	2 + Sub	Executive	CC D Mackenzie CC G White Sub: CC A Lee	May 2022	Member/CD-SR
Yorkshire Purchasing Organisation Procurement Holdings Ltd	1	Executive	CC D Mackenzie	May 2022	
Yorkshire Regional Flood and Coastal Committee	1 + Sub	Executive	CC D Jeffels Sub: CC M Jordan	May 2022	Member/CD-SR
Yorventure Management Group	1 + Sub	Executive	CC P Mulligan Sub: CC D Bastiman	May 2022	
Yorwaste Limited and SJB Recycling Ltd	2	Executive	Vacancy CC J Weighell OBE	May 2022	Member/Executive

* In making appointments to Drax Power Station Consultative Committee, the Executive should ensure that the Chairman or Vice-Chairman and at least three Members of the Planning and Regulatory Functions Committee be nominated to serve, and that there is representation from the local area.

FORWARD PLAN

The decisions likely to be taken by North Yorkshire County Council in the following 12 months are set out below:

Publication Date: 16 May 2022

Last updated: 16 May 2022

Period covered by Plan: 31 May 2023

PLEASE NOTE:-

During the continuing Covid-19 pandemic, following the expiry of the legislation permitting remote committee meetings, remote live-broadcast committee meetings will continue, but with any formal decisions required being taken by the Chief Executive Officer under his emergency decision-making powers in the Officers' Delegation Scheme, following consultation with Officers and Members as appropriate and after taking into account any views of the relevant Committee Members.

In accordance with the Local Authorities (Executive Arrangements)(Meetings and Access to information)(England) Regulations 2012, at least **28 clear days' notice**, excluding the day of notification and the day of decision taking, must be published on the Forward Plan of any intended key decision. It is also a requirement that **28 clear days' notice** is published of the intention to hold a Executive meeting or any part of it in private for the consideration of confidential or exempt information. For further information and advice please contact the Democratic Services and Scrutiny Manager on 01609 533531.

FUTURE DECISIONS

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23 May 2022	Executive		Implementation Plan Approval to create the new North Yorkshire Council	Yes	Approval by the newly elected Members of the Implementation Plan to create the new North Yorkshire Council	The District Councils have been fully involved in the approval of the initial Implementation Plan.	None.	Robert Ling robert.ling@northyorks.gov.uk	
23 May 2022	Executive		Section 24 Direction Consent	Yes	The Executive are asked to consider giving general consents to the District Councils over certain decisions that are worth over £100,000 revenue expenditure or £1m capital expenditure.	District Councils	Government has consulted with all eight Councils in North Yorkshire on the issuing of a Direction for the requirement of the newly elected Executive to approve expenditure that could potentially bind the new Unitary Authority.	Gary Fielding, Corporate Director for Strategic Resources, Barry Khan, Assistant Chief Executive (Legal & Democratic Services) gary.fielding@northyorks.gov.uk barry.khan@northyorks.gov.uk,	
31 May 2022	Executive		Closure proposal for Weaverthorpe CE VC Primary School	Yes	Note: if there are no objections to the statutory proposals, the Executive Member for Education and Skills will take this decision). The decision is also subject to the approval by Executive on 22	Parents, Staff, Governors, Local Elected Members, District Council, Diocesan Boards and	Public consultation from 7 January to 18 February 2022. Statutory proposals published on NYCC website. Statutory	Andrew Dixon, Strategic Planning Manager, Education & Skills andrew.dixon@northyorks.gov.uk	

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Page 85					March 2022 to publish statutory proposals). Following the publication of statutory proposals, to determine whether to close Weaverthorpe CE VC Primary School with effect from 31 August 2022.	other local stakeholders.	proposals representation period from 1 April to 29 April 2022. In writing to the Corporate Director- Children and Young People's Service, County Hall, Northallerton, DL7 8AE, or by email to schoolorganisation@northyorks.gov.uk by 29 April 2022		
	31 May 2022	Executive			Approval of Investment Plan for Adult Learning Numeracy Initiative ("Multiply")	Yes	The Authority has received £2.7m of funding for the 'multiply' initiative which aims to see local areas invest in meaningful participation that boosts people's ability to use maths in their daily life, at home and work – and enable adults to achieve formal qualification that can open doors for them (such as into a	Local Enterprise Partnership, cross section of residents through citizens panel, providers of Post 19 education and other key stakeholders including community	Research by snap polls, questionnaires, focus group meetings and 1-1 discussions

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					job, progression in a job, or progression to further study).. This funding is received over a three year period and an investment plan requires approval before submission to the Department for Education by 30th June 2022	groups			
31 May 2022	Executive		Dementia care facility in Harrogate	Yes	To seek approval to construct and operate an NYCC owned dementia care facility in Harrogate	Other service providers Service users CQC Harrogate Borough Council Local community	Formal consultation process in line with governance. Informal Open days. Community meetings	Dale Owens, Assistant Director Prevention & Service Development, Commissioning (HAS)	
31 May 2022	Executive		Children and Young People's Service, Schools Condition Capital Programme 2022/23	Yes	To approve the detailed Schools Condition Capital Programme 2022/23	North Yorkshire Schools Forum	Item at Schools Forum meeting on 19 May 2022	Andrew Dixon, Strategic Planning Manager, Education & Skills andrew.dixon@northyorks.gov.uk	
21 Jun 2022	Executive		Q4 Performance Monitoring and Budget Report	Yes	Financial and Performance Monitoring report	Management Board		Gary Fielding, Corporate Director for	

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					including: Revenue Plan; Capital Plan; Treasury Management and Prudential Indicators.			Strategic Resources gary.fielding@northyorks.gov.uk	
21 Jun 2022	Executive		Care market proposals for South Craven	No	To update Executive on proposals for the development of the adult social care market in South Craven and secure formal approval for the proposals	Local stakeholders	Stakeholder meetings	Michael Rudd, Head of Housing Marketing Development (Commissioning), Health and Adult Services michael.rudd@northyorks.gov.uk	
21 Jun 2022	Executive		Re-procurement or in-sourcing of Shared Lives Scheme	Yes	To seek approval to re-procure or in-source the Shared Lives Scheme	An engagement process will take place with interested parties.	N/A	Adam Gray, Commissioning Manager, Health and Adult Services 01609 797276	
21 Jun 2022	Executive		Children in Care and Care Leavers Strategy	No	To recommend approval of the Children in Care and Care Leavers Strategy to County Council	Key partners, children, young people and families.	Engagement through meeting discussion and consultation.	Mel Hutchinson mel.hutchinson@northyorks.gov.uk	
19 Jul 2022	Executive		Ethical Decision Making Framework Review	Yes	To update members on the review of the Ethical Decision Making Framework undertaken in April 2022 with recommendations and	NYCC Adult Social Care (ASC) staff who have used the framework, lead officers	Meetings and correspondence	Chris Jones-King, Assistant Director Adult Social Care, Care and Support, Richard Webb,	

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					proposals for future application.	including Governance, Practice and members of ASC leadership team.		Corporate Director of Health and Adult Services lisa.moore@northyorks.gov.uk,	
19 Jul 2022	Executive		Approval to implement the Local Area SEND Strategy	Yes	Approval to implement the Local Area SEND Strategy (following public consultation) and recommendation to Full Council for adoption of the strategy	Not applicable	Not applicable	Chris Reynolds, Head of SEND Strategic Planning and Resources chris.reynolds@northyorks.gov.uk	
19 Jul 2022	Executive		Review of Special Educational Needs and Disabilities Provision	Yes	Feedback from school organisation consultation and to request publication of statutory notices as appropriate.	Parents / Carers, Professionals , children and young people, Special Schools and North Yorkshire Schools	The consultation will follow the statutory process. All details of the consultation will be available on the NYCC public website; alternative formats can be provided upon request. In writing to jane.lesage@northyorks.gov.uk	Chris Reynolds, Head of SEND Strategic Planning and Resources chris.reynolds@northyorks.gov.uk	
19 Jul 2022	Executive		S75 Agreements for Harrogate and Rural Alliance	Yes	To consider revised S75 commissioner and provider agreements for the integrated	NHS Commissioners and Providers	Correspondence, meetings and Council website	Chris Jones-King, Assistant Director Adult Social Care,	

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					community health and social care services in the Harrogate District and agree the proposed consultation			Care and Support chris.jones-king@northyorks.gov.uk	
19 Jul 2022	Executive		A59 Kex Gill Diversion Contract Award	Yes	To inform members of the outcome of the tendering process and seek approval to award the A59 Kex Gill diversion contract	Executive Members & Management Board at the informal Executive meeting held on 6 July 2021.	N/A	Mark Hugill, Senior Engineer, Highways & Transportation mark.hugill@northyorks.gov.uk	
19 Jul 2022	Executive		Creation of a wholly owned Council company providing ICT and connectivity services	Yes	Creation of a wholly owned trading company to provide ICT and connectivity services.	Executive Members.	Report and meetings.	Barry Khan, Assistant Chief Executive (Legal & Democratic Services) barry.khan@northyorks.gov.uk	
19 Jul 2022	Executive		Outdoor Learning Service	Yes	To consider the outcome of the strategic review and full business case for the Outdoor Learning Service.	Not applicable	Not applicable	Amanda Newbold, AD Education & Skills amanda.newbold@northyorks.gov.uk	
19 Jul 2022	Executive		Decision on whether to proceed with a Community Governance	Yes	Decision on whether to proceed with a Community Governance Review to restructure non	If a CGR is undertaken there will be public consultation	If approved the CGR process will involve consulting with the public of the relevant area.	Barry Khan, Assistant Chief Executive (Legal & Democratic Services)	

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			Review		parished areas in Harrogate and Scarborough that will be governed in the interim by Charter Trustees.	within the process.		barry.khan@northyorks.gov.uk	
23 Aug 2022	Executive		Q1 Performance Monitoring and Budget report	Yes	Financial and Performance Monitoring report including: Revenue Plan; Capital Plan; Treasury Management and Prudential Indicators.	Management Board		Gary Fielding, Corporate Director for Strategic Resources gary.fielding@northyorks.gov.uk	
6 Sep 2022	Executive		North Yorkshire Council Flood Risk Management Strategy	Yes	Recommend approval of North Yorkshire Council Flood Risk Management Strategy	Partners/stakeholders e.g. District Councils, Parish Councils and residents	Various meetings, on-line survey	Emily Mellalieu, Development Management Team Leader mark.henderson@northyorks.gov.uk	
20 Sep 2022	Executive		S75 Agreements for Harrogate and Rural Alliance	Yes	To consider feedback from the consultation and agree revised S75 agreements	NHS Commissioners and Providers	Correspondence and meetings	Chris Jones-King, Assistant Director Adult Social Care, Care and Support chris.jones-king@northyorks.gov.uk	
20 Sep 2022	Executive		Consideration of proposed amendments to	Yes	Subject to any comments Members may have, to	Relevant NYCC Officers and	Correspondence and meetings.	Daniel Harry, Democratic Services and	

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			the Council's Constitution for recommendation to full Council		recommend the proposed amendments to the Constitution to full Council for approval.	Members & the Members' Working Group on the Constitution		Scrutiny Manager daniel.harry@northyorks.gov.uk	
20 Sep 2022	Executive		Redeployment of land to the north and south of Crosshills Lane, Selby	Yes	To approve the proposed redeployment of the property	Executive members & Management Board at the informal Executive meeting held on 8 June 2021		Philip Cowan, Non-Operational Property Manager, NYCC Property Services Philip.Cowan@northyorks.gov.uk	
18 Oct 2022	Executive		Review of Special Educational Needs and Disabilities Provision	Yes	To consider the response to statutory notices and determine the decision to change school designation			Chris Reynolds, Head of SEND Strategic Planning and Resources chris.reynolds@northyorks.gov.uk	
18 Oct 2022	Executive		Director of Public Health Annual Report - Learning from Covid-19	No	Under the National Health Service Act 2006, Directors of Public Health 'must prepare an annual report on the health of the people in the area of the local authority'. Executive are being asked to consider and note the report.	Engagement has been undertaken with key stakeholders and community groups involved in Covid-19 response.	Qualitative engagement with individuals and small groups.	Louise Wallace, AD Health and Integration shanna.carrell@northyorks.gov.uk	
8 Nov	Executive		Council Tax	Yes	A public consultation	Members of	Formal	Barry Khan,	

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2022			Reduction Consultation		will be required for harmonising the council tax reduction schemes.	the public.	consultation process.	Assistant Chief Executive (Legal & Democratic Services) barry.khan@northyorks.gov.uk	
29 Nov 2022	Executive		Q2 Performance Monitoring and Budget Report	Yes	Financial and Performance Monitoring report including: Revenue Plan; Capital Plan; Treasury Management and Prudential Indicators.	Management Board.		Gary Fielding, Corporate Director for Strategic Resources gary.fielding@northyorks.gov.uk	
24 Jan 2023	Executive		Revenue Budget 2023/24 and Medium Term Financial Strategy	Yes	To consider and recommend to Council the Revenue Budget for 2023/24 and the Medium Term Financial Strategy (MTFS) including the: • Revenue Plan • Capital Plan • Treasury Management • Prudential Indicators	Proposals will be subject to the appropriate consultation process.	Budget consultation process.	Gary Fielding, Corporate Director for Strategic Resources gary.fielding@northyorks.gov.uk	
21 Feb 2023	Executive		Q3 Performance Monitoring and Budget Report	Yes	Q3 Performance Monitoring and Budget report including: Revenue Plan; Capital Plan; Treasury Management and Prudential Indicators.	Management Board		Gary Fielding, Corporate Director for Strategic Resources, Julie Robinson, Leadership	

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								Support Officer/PA to Assistant Chief Executive (Legal and Democratic Services) gary.fielding@northyorks.gov.uk	

Should you wish to make representation as to the matter being discussed in public please contact Daniel Harry
 Email: (daniel.harry@northyorks.gov.uk) Tel: 01609 533531.

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